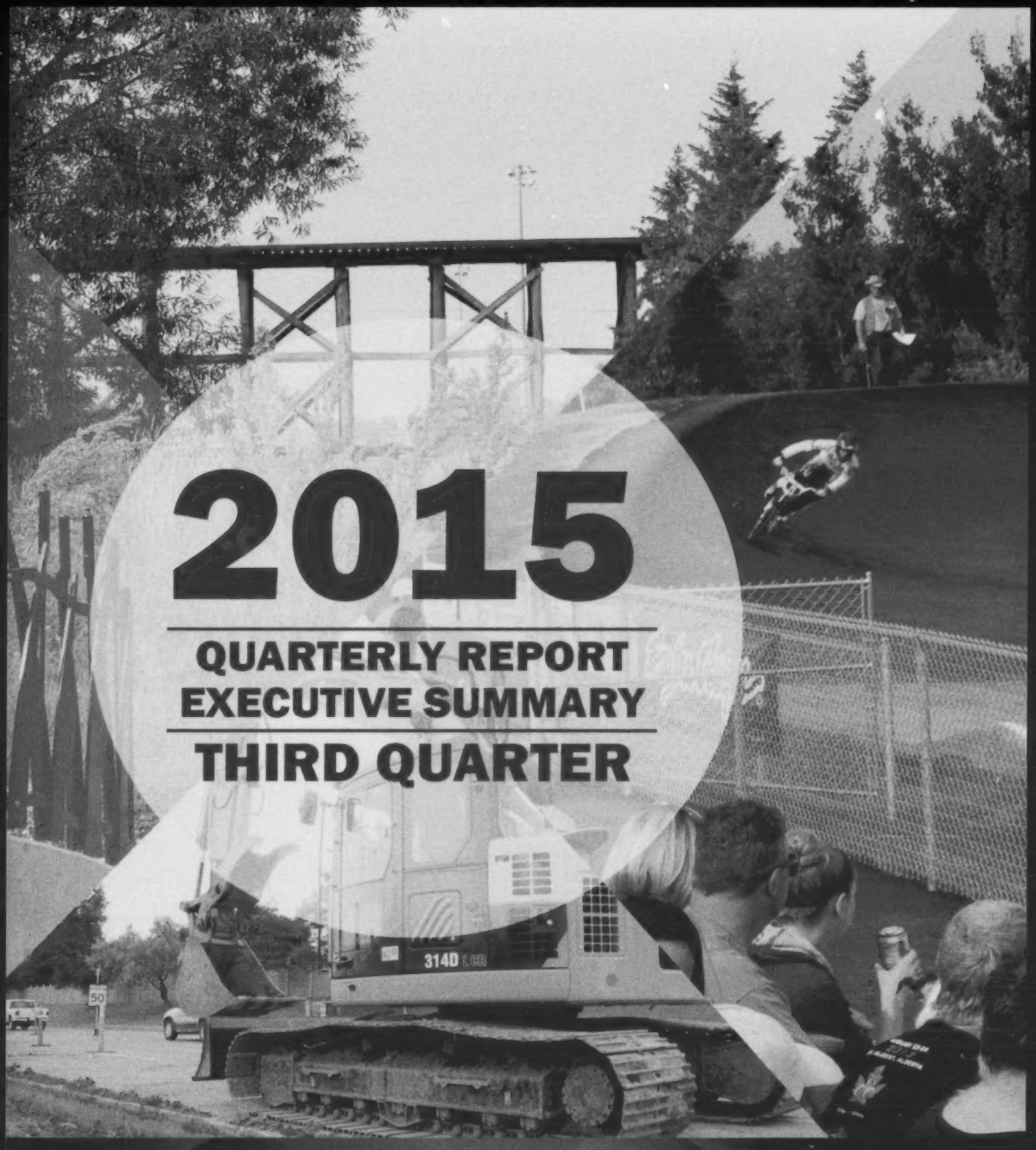


2015

QUARTERLY REPORT EXECUTIVE SUMMARY

THIRD QUARTER

stalbert.ca

City of St. Albert Cultivate Life

2015 Quarterly Report – Third Quarter
Executive Summary

The City of St. Albert 2015 Corporate Quarterly Report– Quarter Three is provided to meet Council's need for regular and formal communication from the City Manager. The report provides pertinent information on progress for the quarter ending September 30, 2015 related to City of St. Albert Strategic Plan approved by Council in February 2015 with Council Policy C-CG-02 City of St. Albert Strategic Plan.

The Financial Summary is also part of the Quarter Three Report and an online performance dashboard that can be accessed through the City's website or the following link:

StATRACKER - Performance Dashboard - City of St. Albert

Quarter Three Progress Update

The following section provides an overview of progress made in Quarter Three 2015 towards City of St. Albert Strategic Plan. For a more detailed progress update, please review the 2015 Quarterly Report – City of St. Albert Strategic Plan Project Status Update – Quarter Three.

Outcome: Cultivate Economic Prosperity

A diversified, robust and resilient economic foundation to support growth and community service delivery.

Quarter Three activities include:

- The Economic Development Advisory Board continued work on the Business Incubation Strategy that will be presented to Council in Q4 2015.
- Administration is planning attendance at the SMART CITIES Conference in Barcelona, Spain in November. A significant component of the Trade Mission is being planned to focus on 'Mobility', as a theme for investment targeted businesses. This component of the mission is aimed to attract foreign businesses ready to enter the Canadian/Alberta market to have them consider St. Albert as the entry point.
- A report with recommendations for the angle parking pilot project was presented to Council in September. Council passed the motion directing Administration to modify the parking configuration on Perron Street to revert back to parallel parking and with the addition of defined parallel parking lines between parking spaces.
- Public engagement took place throughout three quarters of 2015 to seek stakeholder input into the proposed concepts for the employment lands. The information was collected and presented to Council on September 21, 2015.

- Draft intermuncipal servicing was presented to Intermunicipal Advisory Committee (IAC) meeting in February. Report was finalized in June 2015 and IAC members discussed and referred the report back to Administration and the IAC for the October 28, 2015 IAC Meeting. Administration is also working with various developers to identify possible funding options for off-site levy infrastructure which is expected to report back to Council in Q1 2016. Administration will provide recommendations for necessary policies or amendments to policies that are required to facilitate the front-end funding of growth infrastructure as part of the 2016 Off-Site Levy Annual Report in Q1 2016.
- Feedback from Sturgeon County was requested by May 1, 2015 on two policies approved by Council. Sturgeon County confirmed they had no further input to Off-Site Levy Policy C-P&E-10. Debt Sharing was deferred for exploration to Q1 2016 and will require substantial consultation with developers and local development stakeholders to ensure that the white paper reflects the necessary requirements within a Debt Sharing system.
- Phase 1 - the construction of the St. Anne Promenade (from west of St Anne to Tache St) - The construction of the roadway is complete with asphalt base work, curb work and municipal underground utilities completed. There is a limited amount of testing to perform and minor cleanup to perform on the utility infrastructure. Parking lots facing the promenade have been completed for asphalt extensions. Next steps (expected completion within 2015) include curb work around the parking areas in the vicinity of the Promenade, installation of a separate sidewalk from Tache St. to St. Anne St., installation of the tree planting cells and storm water management system, installation of street lighting underground conduit and the completion of the expansion of the parking lot for the Grandin Medical Clinic. Phase 2 in 2016 includes construction of the roundabout of St. Anne Street and the tie in to the St. Anne Promenade.
- The City's Smart City Master Plan Steering Committee continued to progress with its work. In Q3, the Committee completed the public engagement plan and began the review of survey and focus group recommendations. Next, the Committee will focus on reviewing and finalizing the recommendations for the Master Plan. An update to Council on the Smart City Master Plan is scheduled for Q4 2015 with final Council consideration in February 2016. The Alberta Smart City Alliance also remains active and hosted a Smart City workshop at the September 2015 AUMA Convention and plans to hold a major 2016 Alberta Smart Cities Symposium. Marketing for the Symposium will also connect to new member attraction efforts.

Outcome: Cultivate a Historic, Creative and Active Community

A vibrant and involved community with a variety of culture, recreation and heritage opportunities.

Quarter Three activities include:

- Restoration of the Hogan and Cunningham Houses are in full rehabilitation mode. Both houses were removed from their original location, new basements were constructed and house was replaced. Exterior restoration on both sites is well underway. Extent of interior repairs and reconstruction will be weather dependent; however, we will monitor and work toward completing as much as possible in 2015 with some carry over to 2016. Staff continues to work with the consultant on finalizing the detailed design for Chevigny House with design at approximately 75% complete. Once design is completed and tender documents prepared tendering will occur. Due to the lateness of the season it is likely that only the deep municipal services will be tendered for construction in 2015 with the remaining site development deferred until 2016.
- The Construction Manager has been appointed for Juneau House restoration and structural repair. The project is underway with demolition of kitchen completed, existing basement walls excavated and awaiting repairs, new basement installed for kitchen replacement and miscellaneous structure reinforcement for main floor along with other structural improvements and sewer service replacement. Yet to be completed is the patch repairs to the existing basement walls and waterproofing of both the existing and new basement structure and backfilling, reconstruction of the replacement kitchen addition and all unisex accessible washroom, veranda reconstruction, concrete para-ramps completion, reroofing, window restoration and conservation, stucco removal and replacement, re-installation of third party shallow services, site cleanup, replacement of concrete walk and landscaping.
- The Cultural Walk/Wall of Fame - The Gathering, by Kyle Watson was unveiled and induction ceremony took place on September 21, 2015. The first set of names has been installed. This project is now complete.
- The second phase of analysis of the Grosvenor Outdoor Pool operating model and utilization is currently underway as per Council direction. The report will be presented to Council on December 14, 2015.
- The Bikes Skills Park design took longer then expected which has delayed progress. Administration will provide Council with information on next steps including bylaw application in Q4 2015. Currently anticipate bylaw application to take place in Q1 2016.
- Lois Hole Provincial Park - The Province confirmed that 2015 funding has been secured for the right hand turn lane into the parking lot off Ray Gibbon Drive. Contract has been awarded and the Province is working with the City on permits, lights, etc. Anticipated completion is Q4 2015.

Outcome: Cultivate a Green Community

A healthy natural environment for future generations that preserves and promotes enjoyment, conservation and responsible development.

Quarter Three activities include:

- The Sturgeon River Watershed Alliance (SRWA) Technical Advisory Committee met in July, August and September to continue work on research and projects including Water Quantity (hydrology), Water Quality and Regional Natural Areas studies. A Sturgeon River Watershed Forum was held in St. Albert on September 17. There were eight presentations on issues related to the Sturgeon River. The SRWA Steering Committee met in September to receive updates on the Technical Advisory Committee (TAC) workplan and was notified that the SRWA had received $57,000 from the Environmental Damages Fund to complete the Water Quality Study.
- Further contaminated sites investigations were conducted on the City's Public Works Yard, Snow Storage Site (Badger Lands) and historical snow storage site near Grey Nuns White Spruce Park in July to September. This information will be used to refine the estimates of environmental liability to be provided to Finance.
- Administration was directed by Council on March 23, 2015 to conduct public engagement on the proposed Water Conservation Bylaw. Based on quotes received Administration requested additional funding from Council on July 13, 2015. A telephone survey, two open houses and an online survey will be completed by October 31 and the results provided to Council on November 23, 2015.
- Work on the Greenhouse Gas Local Action Plan is focusing on the energy measurement and benchmarking for major City facilities in 2015. An Energy and Water Conservation Audit of major City facilities was initiated in May and a final report will be completed by Q4 2015. The report will provide information to propose a Facility Energy and Water Conservation Retrofit Capital Charter for consideration in the 2017-2020 budget.
- Final landscaping and finishing at Outfall #7 (Children's Bridge) was completed in September. Administration assessed the success of the program to date and provided an updated capital charter for consideration in the 2016-2018 budget.
- A presentation to Council summarizing the Riel Remediation Project was presented to Council on September 28, 2015. Annual water quality monitoring will continue for a minimum of 25 years or until contaminates of concern meet the applicable environmental guidelines.
- Administration completed review of existing facility waste requirements and met with select facility representatives to discuss logistics and equipment/material requirements. Discussed with Asset Management existing janitorial contracts and requirement for compostable bags for facilities. Organic collection to begin in select City facilities in Q4 2015/Q1 2016.

- Administration is in contact with some elementary schools that are looking to add organic collection services. Will be adding two additional schools for a total of five in the project.

Outcome: Cultivate Excellence in Government

A responsive, accountable government that delivers value to the community.

Quarter Three activities include:

- A draft Joint Infrastructure Review Study was presented to the Inter-municipal Affairs Committee (IAC) in February 2015 and received as information by both Sturgeon County Council and the City of St. Albert Council. It is a conceptual document, 80 years out that is intended to guide future joint infrastructure projects between both municipalities. The document is being further refined and will go back to IAC for receipt on October 28, 2015.
- Work has begun on each of the 23 advocacy initiatives through outreach with government officials and community members. Council reviewed the document on August 21, 2015 and revised their priority list. An update will be provided to Council in Q1 2016.
- Advocacy Plan for Ray Gibbon Drive - Discussions have commenced with Alberta Transportation and MLAs Renaud and Horne. A letter has been sent to the Minister of Infrastructure, Brian Mason. Ray Gibbon Drive has moved from #8 on the Capital Region Board Capital Plan to #5 based on the work of the technical review panel. Staff met with a high level delegation from the Ministry of Transportation to begin planning future capital projects.
- Administration continued the 2014-2015 Continuous Improvement Program and made progress on the following two remaining projects:
    - Public Communication, Consultation and Engagement - Administration has prepared a draft Council Policy for public engagement to provide for clarity towards the desired outcomes pertaining to this matter. This draft Policy will be presented to Council on October 26, 2015. In addition to the development of this draft Policy, Administration has narrowed the options for an Online Engagement Tool that would allow us to establish an electronic, broad based "resident panel" that would allow for regular and representative polling on topical matters. Administration intends to finalize the selection of the online Engagement tool in Q1 2016 with hopes to commence recruitment of the panel in Q2 2016.
    - Service Levels Benchmarking - The final draft of the external services inventory and the benchmarking report was presented to Council in September 2015. The benchmarking report was also forwarded to City Managers and Mayors of participating municipalities. The team commenced the work on documenting internal services and approved recommendations following presentation to Council.
- An inclusive hiring strategy was approved by Council in Q2 2015. Human Resources will proceed with the implementation strategy. A project charter for a facility access assessment is included in the 2016 budget presentation.

- The Open Data City Manager Directive was presented to Senior Leadership Team on June 23 and was signed by the City Manager 23 July. The Geographical Information Systems Branch of the IT Services Department received training on the open data portal software, which is included in the City's enterprise GIS software license. Liaison has taken place with the City of Edmonton, County of Strathcona, Capital Region Board, and other communities to determine best practices and identify areas of future cooperation. The open data program is on track for launch during 2016 with initial data sets.
- The Municipal Area Network Phase 1 design will be completed during October of 2015, which will include recommendations for business/ownership models, technology types (fibre optics, wireless, etc.), implementation steps, and engineering guidelines for new developments. An Internet bandwidth survey was conducted from April to June with 462 responses from residents and businesses. The resulting report shows Internet service levels in all areas of the City. The IT Services Department is working with Engineering to jointly improve the networking of traffic signals along the St. Albert trail and Bellerose Drive using new fibre optic cable within existing (rehabilitated) conduit. The St. Anne street re-alignment project will result in new fibre optic conduit, which will make future installation of fibre optic cable possible without disturbing completed earthwork. A capital charter for the next phase has been submitted for consideration within the 2016 budget.
- A framework for governance and policy was presented to Senior Leadership Team and their input was received. The policy was presented to Council on August 17, 2015. Administration will proceed with finalizing schedule for policy review that will be used in the future to ensure policies and bylaws are kept up to date and that they conform to the established standards of the framework.
- Council was presented with guiding principles for a full review of Council Policy C-P&E-02 Capital Project Management on September 28, 2015 and was asked to provide input to Administration on those principles by October 31, 2015. Administration was directed by Council (Council Motion C463-2015) to provide a revised Council Policy in Q1 2016 to be used within the 2017 Budget process.
- A draft Strategic Framework: Alignment and Measurement model was presented to Senior Leadership Team to provide a roadmap to enhance our existing strategic and operational planning, budgeting, management, evaluation, measurement and reporting process. These learnings will influence the development of a performance measurement policy to provide direction for the creation, alignment and reporting of performance measures across the organization. The framework will be presented to Council in Q1 2016.
- An implementation plan for the incorporation of the Community Sustainability Framework in Council Policy and the Municipal Development Plan were presented to Council on September 28, 2015. Administration received direction to draft a Council Policy for the Community Sustainability Framework/Vision by Q1 2016.

Outcome: Cultivate Sustainable Infrastructure and Services

A growing community that has balanced development and management of civic facilities, transportation networks and related services.

Quarter Three activities include:

- The Province announced funding approval for Smart Fare, which included Smart Bus. Administration started initial discussions with the regional partners, Edmonton and Strathcona. First phase is implementation of Smart Bus, which is scheduled for completion in Q3 of 2016. Phase two is the Smart Fare which is currently in the Request for Proposals development stage.
- St. Albert Trail pedestrian Sidewalk Upgrades - Year 2 of this 3 year project is proceeding with the following associated work: side walk constructed on St. Albert Trail from McKenney Avenue to Lennox Drive and also a portion constructed on Gate Avenue connecting St. Albert Trail to the Village Tree Transit Station. In 2016 the work will consist of reviewing engineering/design options to create a sidewalk connection over the Sir Winston Churchill overpass and potential construction of applicable new connections.
- St. Albert Trail Corridor Safety Review - The final report was completed and presented to Council on August 17, 2015. An implementation strategy to address recommendations has been created and a Project Charter (ENGS-064) is being brought forward as part of the 2016 budget process.
- North Interceptor Sanitary Trunk Line Phase 3 (Project 9) - Preliminary geotechnical investigation concluded in the summer of 2015, which provided necessary slope stability information to facilitate the optimization of alignment choices for the trunk line. In Q3 2015 focus was on the Preliminary Design associated with the project, including a risk workshop and determination of optimal alignment to facilitate the construction of the project. It is anticipated that the detailed design will begin within Q1 of 2016. This will include the ascertaining of necessary permits and approvals and any easements from existing landowners. The detailed design will additionally yield the completion of detailed drawings and specifications providing the foundation to the construction contract of the project. The construction is anticipated to begin during Q4 2016, based on the current schedule. The timeline for construction completion will be finalized when further detailed information is available in terms of design optimizations, contract splitting and overall construction methodology.
- The alignment and function of Villeneuve Road/Fowler Way has been finalized and approved. Public consultation and engagement in regards to the overall master plan has been completed and work is now focused on completing the traffic model and forecasting network operations. A draft report is expected in December, with a final presentation to Council on January 25, 2016.
- Administration is currently evaluating and assessing the current City Sports Field Replacement Program which will impact the number of fields and method of refurbishment that the City utilizes. Administration would recommend postponing any decision on additional fields until this evaluation is complete. Any update to

this program will be presented in the 2017 Capital Budget Process. The new "refresh" program has been piloted for the Lorne Akins Field. Evaluation of the field will occur in Q4 2015.

- Lion's Park Drainage - This project has been put on hold for 2015 and deferred until the completion of construction of St. Anne Realignment and 50+ Club project. This will minimize disruption to Lion's Park users. Interim solutions will be put in place to mitigate existing turf and drainage issues at Lions Park. The project will be reassessed in 2016.
- CRB Transit Governance Review - An initial report on this project with Edmonton on forming a single operating entity has been completed and was approved by Edmonton and St. Albert City Councils along with funding for a study. A report with a recommendation on integration is due to be presented to both Councils in Q2 2016.
- Continuing with the second phase; the LRT into and through St. Albert project development including the alignment of LRT tracks and infrastructure with the St. Albert Trail corridor. Administration and Consultant have been working to finalize the report that will be presented to Council in November 2015.

Outcome: Cultivate A Safe, Healthy and Inclusive Community

A community that provides opportunities for everyone to realize their potential in a thinking, caring and connected way.

Quarter Three activities include:

- Youth Development Policy was approved by Council on September 28, 2015. A series of engagement sessions will be undertaken through Q4 2015 with the intent to see how we are progressing.
- Youth Hub - A location has now been secured in the downtown area. A contractor has been engaged and renovations are about to commence. It is anticipated the Hub will open early 2016.
- Community wide bullying Strategy - Application for Diversity and Inclusion grant funding was submitted to support education and awareness campaign.
- A City liaison is on the St. Albert and Sturgeon Hospice Association where efforts continue in the advocacy of Hospice services. The advocacy efforts have been rewarded, as a number of hospice units have recently been announced.
- In collaboration with St. Albert Community Foundation Youth Mental Health Awareness event took place on September 25, 2015 to increase awareness of mental health. The event was well attended with over 400 people in attendance.
- City Emergency Plans - The 72 Hour Emergency Planning Guide is being adapted for a Quick Action Guide (70% complete). ICS 200 course was held on September 29 and 30. Emergency Management Bylaw has been reviewed by Legislative Services. Partnering agreement is in place with NorQuest College to create a Community Resilience training program and the first course will occur in St. Albert in December. Letter of Understanding was developed for alternate Reception Centre location (Alliance Church). Annual report was submitted to

Disaster Services Committee on August 25, 2015. Bidders were created for each Emergency Operation Centre position. Emergency Response Plan - Section 1 Contact list was updated.

- Whistle Cessation - The Rail Road crossing of Levasseur Road is being upgraded in Q4 of 2015. The consultant, Stantec, is in the process of finalizing the report. In 2016, there will be work completed based upon the recommendations and findings of the report; following completion of recommendations and requirements, the City may then apply to Transport Canada for an anti-whistle approval. Once the approval is received, Administration will work on public consultation and make an application to Council for a Bylaw approval.
- Policing Service Policy - The draft policy was presented to Council on September 21, 2015. Council was given some info to review and reflect on the proposed Policy and make comments to Administration. The policy will be going back to Council on November 23, 2015 for consideration and debate.

Performance Indicators

The online StATRACKER Performance Dashboard (stalbert.ca/city-hall/statracker/) continues to provide residents with a collection of performance indicators as part of the City's overall efforts to increase transparency and inform residents of the overall performance of the City. This tool is reviewed on a regular basis and will continue to evolve as the City's performance measurement program matures.

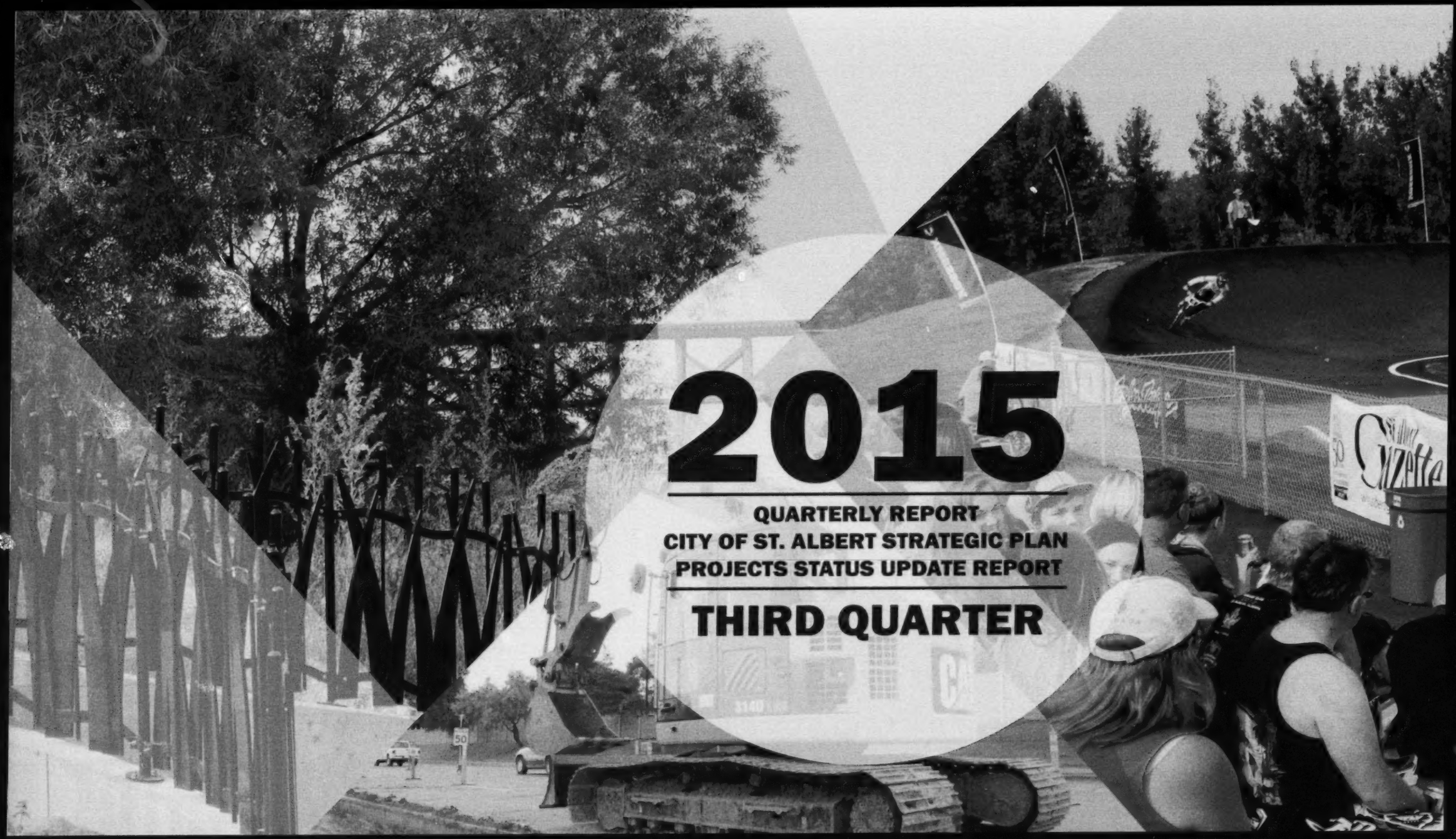
The StATracker Performance Dashboard now also includes indicators related to the City of St. Albert Strategic Plan. The purpose of these strategic indicators is to measure change over time in terms of progress toward (or away from) the community outcomes described within the City of St. Albert Strategic Plan. These indicators can be accessed under the "Strategic" heading on the StATracker dashboard.

The online dashboard can be accessed on the City's website or via the following link: StATRACKER - Performance Dashboard - City of St. Albert

The following indicators were updated with new data in Quarter Three:

- Building Construction Value Per Quarter
- City Permanent Employee Retention Rate
- City Revenues Per Capita Per Year
- Criminal Code Incidents Per 1000 Capita Per Quarter
- Drop-in Program Participation Per Quarter
- Landfill Diversion Rate
- New Business Licences Per Quarter
- Registered Program Participation Per Quarter
- Renovation Construction Value Per Quarter
- Rental and Programmed Hours at City Spaces
- St. Albert Crime Severity Index (Graph)
- St. Albert Transit Commuter Passenger Utilization
- Total Emergency Response Time
- Total Number of 911 Calls Received Per Quarter
- Transit Commuter Ridership per Quarter
- Vehicle Injury Accidents per 1000 Capita Per Quarter

For a more detailed progress update for Quarter Two projects and progress, access the 2014 Quarterly Report, City of St. Albert Strategic Plan Projects Status Update Report.


2015
QUARTERLY REPORT
CITY OF ST. ALBERT STRATEGIC PLAN
PROJECTS STATUS UPDATE REPORT
THIRD QUARTER

City of St. Albert Strategic Plan Projects Status Update Report
Quarter Three 2015

Project Name	Project Description	Reference to Strategic Plan			2015				2015				Post 2018	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Business Incubation Strategy	Work with NABI to further develop the business incubation strategy.	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.4. Ensure the City of St. Albert supports expansion and attraction of desired business and industry through competitive policies, bylaws, taxes, infrastructure and services.												The committee commence work on the Incubation Strategy that will be presented to Council in Q4 2015.
Foreign Direct Investment	Foreign Direct Investment Initiative (former "Promote the Capital Region Export Alliance to expand Economic Development").	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.4. Ensure the City of St. Albert supports expansion and attraction of desired business and industry through competitive policies, bylaws, taxes, infrastructure and services.												Planning to attend the SMART CITIES Conference in Barcelona, Spain in November is well underway. A significant component of the Trade Mission is being planned to focus on 'Mobility', as a theme for investment targeted businesses. This component of the mission is aimed to attract foreign businesses ready to enter the Canadian/Alberta market to have them consider St. Albert as the entry point.
Shop Local Concept	Help develop, support and promote the concept of Shop Local.	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.4. Ensure the City of St. Albert supports expansion and attraction of desired business and industry through competitive policies, bylaws, taxes, infrastructure and services.												In consultation with the downtown advocacy panel, the Retail Symposium will be presented in one hour workshops. Administration will consider advice and revise their plan. The 2015 GenY CEO program was focussed on programming events and activities in the downtown over the summer with the expressed intention of attracting shoppers (and visitors) to the area in support of Shop Local. Forty-three percent of the businesses surveyed through the program increased the number of people in the downtown; however, only 14 per cent of these businesses felt that these increased numbers resulted in increased sales.
Downtown Pilot Projects (DARP)	Establish pilot projects to trial ideas for downtown improvements prior to permanently implementing them.	A. Cultivate Economic Prosperity	3. Foster business retention and expansion of local businesses	3.1. Retain and nurture expansion of existing local businesses and new local business start-ups.												A report with recommendations for the angle parking pilot project was presented to Council in September. Council passed the motion directing Administration to modify the parking configuration on Perron Street to revert back to parallel parking and with the addition of defined parallel parking lines between parking spaces.
Employment Lands Plan Framework	Develop a high level conceptual framework plan for development of employment lands.	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.1. Ensure a 20-year supply of serviced and un-serviced non-residential land for commercial and targeted industrial/business expansion to maximize the city's strategic and/or economic advantage.												Public engagement took place throughout three quarters of 2015 to seek stakeholder input into the proposed concepts. The information was collected and presented to Council on September 21, 2015.
Servicing Requirements for Growth	Explore front-end funding options for the servicing of lands for commercial and industrial development.	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.4. Ensure the City of St. Albert supports expansion and attraction of desired business and industry through competitive policies, bylaws, taxes, infrastructure and services.												Draft intermuncipal servicing was presented to Intermunicipal Advisory Committee (IAC) meeting in February. Report was finalized in June 2015 and IAC members discussed and referred the report back to Administration and the IAC for the October 28, 2015 IAC Meeting. Administration is also working with various developers to identify possible funding options for off-site levy infrastructure which is expected to report back to Council in Q1 2016. Administration will provide recommendations for necessary policies or amendments to policies that are required to facilitate the front-end funding of growth infrastructure as part of the 2016 OSL Annual Report in Q1 2016.
Industrial Engineering Standards	Review and report on potential Industrial Engineering Standards that could be adopted in support of development of the employment lands.	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.4. Ensure the City of St. Albert supports expansion and attraction of desired business and industry through competitive policies, bylaws, taxes, infrastructure and services.												On September 21, 2015 Council directed Administration (Council Motion C441-2015) to develop principles of an Area Structure Plan (ASP) and engineering design options by Q3 2016. These options will present the principles for the creation of industrial engineering standards to be created within the Employment Lands ASP. This work will commence in Q1 2016.
Master Development Agreement Template Update	Revisions to agreement will align with changes made to Offsite Levy Bylaw 30/2013.	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.4. Ensure the City of St. Albert supports expansion and attraction of desired business and industry through competitive policies, bylaws, taxes, infrastructure and services.												Revised Development Agreement (DA) was brought to Council and public for comment in February 2015. Additional stakeholder engagement and feedback was received until March 27, 2015. Comments were incorporated and additional legal consultation was required in order to complete the last two requested sections within the DA. Legal consultation was completed and these revisions have been released to UDI developers as well as new developers within the region for comments to be incorporated where possible into the revised DA, which will be brought back to Council for final approval in November 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				Past	2016	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
St. Anne Street Realignment	Realign St. Anne Street to provide greater versatility (pedestrian, cyclists, transit and vehicles) and allow for a better relationship with the riverfront.	A. Cultivate Economic Prosperity	2. Encourage a vibrant downtown core.	2.1 Encourage the growth of Downtown and ensure it remains the centre and heart of commercial, civic, human services, cultural, and residential activities of St. Albert through implementation of the Downtown Area Redevelopment Plan (DARP).												Phase 1 - the construction of the St. Anne Promenade (from west of St Anne to Tache St): the construction of the roadway is complete with asphalt base work, curb work and municipal underground utilities completed. There is a limited amount of testing to perform and minor cleanup to perform on the utility infrastructure. Parking lots facing the promenade have been completed for asphalt extensions. Next steps (expected completion within 2015): Curb work around the parking areas in the vicinity of the Promenade; installation of a separate sidewalk from Tache St to St. Anne St; installation of the tree planting cells and storm water management system, installation of street lighting underground conduit and the completion of the expansion of the parking lot for the Grandin Medical Clinic. Next steps 2016: Phase 2 to begin - construction of the roundabout of St. Anne Street and the tie in to the St. Anne Promenade.
Downtown Parking Technical Study/Action Plan	Develop a strategy to ensure effective provision and management of parking resources over time for Downtown.	A. Cultivate Economic Prosperity	2. Encourage a vibrant downtown core.	2.1 Encourage the growth of Downtown and ensure it remains the centre and heart of commercial, civic, human services, cultural, and residential activities of St. Albert through implementation of the Downtown Area Redevelopment Plan (DARP).												Limited staff capacity resulted in delay of this project. Broader redevelopment assessment work on Downtown Redevelopment Implementation Principles, including parking was initiated in Quarter Three.
Downtown District update in LUB (DARP)	Update Downtown District in LUB to incorporate all of downtown.	A. Cultivate Economic Prosperity	2. Encourage a vibrant downtown core.	2.1 Encourage the growth of Downtown and ensure it remains the centre and heart of commercial, civic, human services, cultural, and residential activities of St. Albert through implementation of the Downtown Area Redevelopment Plan (DARP).												Delayed due to workload and increased number of current Planning Applications.
Smart City Master Plan Development and Alberta Smart City Alliance	Support the Smart City Master Plan and Alberta Smart City Alliance to foster increased efficiencies and capacity through serving as a living lab for innovative and cutting-edge municipal technology solutions.	A. Cultivate Economic Prosperity	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.2. Attract new business in targeted commercial sectors and support appropriate growth throughout the community and the Highway 2 corridor.												In Q3, the City's Smart City Master Plan Steering Committee continued to progress according to its schedule. The Committee completed its stakeholder engagement process and began a review of its prioritized recommendations. Next, the Committee will provide a progress update to Council, re-connect with stakeholders on draft recommendations, participate in the City's hosting of a Taiwanese business delegation, and will finalize the content and design of the Master Plan in preparation for final Council consideration in February 2016. The Alberta Smart City Alliance also remains active, initiating a member drive that resulted in nearly 250 members across Alberta, expanding its website and social media presence, hosting Smart City workshops at the September 2015 AUMA Convention and November 2015 Creativity and Convergence Event, leading the 2015 Intelligence and Investment Initiative to the November Global Smart Cities Expo, and planning for a major 2016 Alberta Smart Cities Symposium in April 2016.
Phase Two Restoration - Cunningham and Hogan Houses; Brosseau Granary	The Phase 2 restoration of the historic Cummingham and Hogan houses at the Heritage Sites.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												Restoration of the Hogan and Cunningham Houses are in full rehabilitation mode. Both houses were removed from their original location, new basements were constructed and house was replaced. Exterior restoration on both sites is well underway. Extent of interior repairs and reconstruction will be weather dependent; however, we will monitor and work toward completing as much as possible in 2015 with some carry over to 2016. Staff continues to work with the consultant on finalizing the detailed design for Chevigny House with design at approximately 75% complete. Once design is completed and tender documents prepared tendering will occur. Due to the lateness of the season it is likely that only the deep municipal services will be tendered for construction in 2015 with the remaining site development deferred until 2016.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				Beyond 2016	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Juneau House	Restoration and structural repair of Juneau House	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.											The Construction Manager has been appointed for Juneau House restoration and structural repair. The project is underway with demolition of kitchen completed, existing basement walls excavated and awaiting repairs, new basement installed for kitchen replacement and miscellaneous structure reinforcement for main floor along with other structural improvements and sewer service replacement. Yet to be completed is the patch repairs to the existing basement walls and waterproofing of both the existing and new basement structure and backfilling, reconstruction of the replacement kitchen addition and all unisex accessible washroom, veranda reconstruction, concrete para-ramps completion, reroofing, window restoration and conservation, stucco removal and replacement, re-installation of third party shallow services, site cleanup, replacement of concrete walk and landscaping. Project has seen some delays and full completion is now weather dependent. The project will be closely monitor to ensure as much as possible is completed in 2015; however, it is fairly certain that cleanup and landscaping will be carried over to 2016.
Cultural Walk/Wall of Fame	Establish a cultural walk/wall of fame to recognize individuals or groups who have made a significant contribution to St. Albert's cultural community.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.											The Gathering, by Kyle Watson was unveiled and induction ceremony took place on September 21, 2015. The first set of names have been installed. This project is now complete.
Phase Two - Founders' Walk	Continue with Phase 2 of the Founder's Walk.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.											Detailed designs are completed. Construction tender was released this summer with three compliant bids received. Administration is currently working on some design modifications to bring the lowest bid to within budget. As such we are not anticipating construction this fall.
Community Consultation- Potential Performing Arts Centre	Provide advice and consultation to the community regarding the development of a new performing arts centre.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.											On hold pending further Council direction pertaining to municipal building assessment model.
St. Albert Place Wayfinding and Signage	St. Albert Place Interior wayfinding and entrance augmentation to improve public wayfinding and communication displays.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.											The remaining aspect of this project, the Digital Kiosk in SAP lobby, has experienced some delays with the graphical design elements and installation has been pushed back to Q4 of 2015.
Civic Space Needs	A detailed study of the current and forecasted civic staff needs, as the community continues to grow. Also tied to it is exploration of various build options to meet current and future needs.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.											The detailed study of future Civic Staff full time employee needs is in progress, with the detailed study planned to be completed by the end of 2015. At this time Council will select a community advisory committee to aid in the review of the research and to evaluate options. The final recommendations are planned to be presented to Council by July 31, 2016. As well, Administration prepared an alternate approach to meeting the long-term civic space needs. This approach was presented to Council on August 24, 2015 and direction provided by Council (Council Motion C400-2015) to proceed with an Expression Of Interest to explore solutions to meet civic space needs.
New Facility Prioritization Assessment Model (Action Plan for expansion of recreational facilities)	Implement an action plan to determine time and population triggers to expand recreational facilities with supporting cost estimates.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.											This project has expanded to include all city infrastructure and is now part of the New Facility Predictive Assessment Model. The Model has been discussed with Council several times, and most recently Council approved the implementation of the Community Engagement Plan that aims at obtaining residents' input. The results and Administrative recommendations are planned to be provided back to Council during Committee of the Whole on October 13, 2015 for use within the 2016 Budget process.

Project Name	Project Description	Reference to Strategic Plan			2015				2015				2016	2014	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Events at Servus Place	Explore the feasibility of increasing the number of events held at Servus Place.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												Administration is currently analyzing the historical and potential future event opportunities and business practices at Servus Place. The report was presented to Council on October 19.
Grosvenor Pool	Explore opportunities to increase the usage of Grosvenor Pool.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												The second phase of analysis of the Grosvenor Outdoor Pool operating model and utilization is currently underway as per Council direction. The report will be presented to Council on December 14, 2015.
Erin Ridge Trail	Design, public consultation and construction of the continuation of the multi use trail system within the Erin Ridge subdivision.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												Construction is substantially complete. Minor work is still outstanding and will be completed in Q4 2015.
North Ridge Park	Construction of the soccer field, outdoor rink and parking lot in Natalia Park based on the 2010 North Ridge Park Master Plan.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												Phase One construction on outdoor rink and parking lot will begin in Q4 2015 with anticipated completion in 2016. Phase Two construction of soccer field and trail will begin in 2016.
Bike Skills Park	Work with the community to design and construct a Bike Skills Park.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												The project design took longer then expected which has delayed progress. Administration will provide Council with information on next steps including bylaw application in Q4 2015. Currently anticipate bylaw application to take place in Q1 2016.
Lacombe Park West Construction	Construction of the park, trail and recreation amenities in Lafleur Park and Leveque Park based on the 2014 Lacombe Park(West) Master Plan.	B. Cultivate a Historic, Creative and Active Community	1. Respond to the needs of a growing community	1.1. Ensure that the provision of civic facilities, parks and open spaces is responsive to demographic, cultural, leisure and protective services trends.												Construction contract was awarded to Paving Stones Plus and construction began in June with an estimated completion in Q4 2015.
Lois Hole Provincial Park	Liaison with Alberta Tourism to ensure City departments are informed of any capital projects at Lois Hole park to ensure appropriate review and permits are obtained in addition to exploring possible partnership opportunities.	B. Cultivate a Historic, Creative and Active Community	4. Ensure that all residents are able to access a broad spectrum of recreational activities.	4.3. Explore public / private partnerships for the delivery of recreational services and support community groups in integrating recreation and sport tourism into their programming.												The Province confirmed that 2015 funding has been secured for the right hand turn lane into the parking lot off Ray Gibbon Drive. Contract has been awarded and the Province is working with the City on permits, lights, etc. Anticipated completion is Q4 2015.
Contaminated Sites Assessment Financial Liability Policy Requirement	Assessment of all City owned contaminated sites to be conducted base on the 2012 Financial Auditor recommendation that the City document all its environmental liabilities by 2015.	C. Cultivate a Green Community	2. The City will be a leader in environmental stewardship.	2.2. Employ corporate environmental management systems to ensure compliance with all relevant environmental legislation and regulations and to minimize environmental impacts from City operations.												Further contaminated sites investigations were conducted on the City's Public Works Yard, Snow Storage Site (Badger Lands) and historical snow storage site near Grey Nuns White Spruce Park in July to September. This information will be used to refine the estimates of environmental liability to be provided to Finance.
Sturgeon River Watershed - Formation of Alliance	Following recommendation from the report, the purpose of this project is to work with the region and establish an inter-municipal taskforce/technical committee to harmonize inter-municipal plans, bylaws and policies related to watershed management issues.	C. Cultivate a Green Community	4. Preserve and manage trees, parks and natural areas	2.2. Employ corporate environmental management systems to ensure compliance with all relevant environmental legislation and regulations and to minimize environmental impacts from City operations.												The Sturgeon River Watershed Alliance (SRWA) Technical Advisory Committee met in July, August and September to continue work on research and projects including Water Quantity (hydrology), Water Quality and Regional Natural Areas studies. A Sturgeon River Watershed Forum was held in St. Albert on September 17. There were eight presentations on issues related to the Sturgeon River. The SRWA Steering Committee met in September to receive updates on the Technical Advisory Committee (TAC) workplan and was notified that the SRWA had received $57,000 from the Environmental Damages Fund to complete the Water Quality Study.
Former Public Works Yard - Environmental Remediation	Implement the former Public Works yard remediation program to remove salt contaminated soil and reduce environmental risk to the Sturgeon River.	C. Cultivate a Green Community	2. The City will be a leader in environmental stewardship.	2.2. Employ corporate environmental management systems to ensure compliance with all relevant environmental legislation and regulations and to minimize environmental impacts from City operations.												The final report summarizing the remediation work completed in 2014 including pre and post soil sampling results was completed and forwarded to Alberta Environment in September. Annual groundwater monitoring will continue indefinitely and is conducted in November of each year.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				Future	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Proposed Water Conservation Bylaw	Develop a Water Conservation Bylaw that will require new residential or commercial development or major renovations to obtain a permit to install low-flow water fixtures in an attempt to meet City's target for reducing water consumption.	C. Cultivate a Green Community	2. The City will be a leader in environmental stewardship.	2.2. Employ corporate environmental management systems to ensure compliance with all relevant environmental legislation and regulations and to minimize environmental impacts from City operations.												Administration was directed by Council on March 23, 2015 to conduct public engagement on the proposed Water Conservation Bylaw. Based on quotes received Administration requested additional funding from Council on July 13, 2015. A telephone survey, two open houses and an online survey will be completed by October 31 and the results provided to Council on November 23, 2015.
Air Quality Monitoring Station - Installation	Install the air quality monitoring station to provide long-term baseline information on the city's air quality.	C. Cultivate a Green Community	6. Reduce the release of pollutants into the air, land and water	6.1. Manage air quality through participation with Alberta Capital Airshed, establishing an air quality monitoring station and establishing a baseline of air quality conditions that can be shared with the community.												No Update for quarter 3.
Green Gas Local Action Plan - Energy and Water Conservation Audit of Major City Facilities	Complete the Greenhouse Gas Local Action Plan to assist in reducing energy consumption and greenhouse gas (GHG) emission for the City, its residents and businesses.	C. Cultivate a Green Community	2. The City will be a leader in environmental stewardship.	2.2. Employ corporate environmental management systems to ensure compliance with all relevant environmental legislation and regulations and to minimize environmental impacts from City operations.												Work on the Greenhouse Gas Local Action Plan is focusing on the energy measurement and benchmarking for major City facilities in 2015. An Energy and Water Conservation Audit of major City facilities was initiated in May and a final report will be completed by Q4 2015. The report will provide information to propose a Facility Energy and Water Conservation Retrofit Capital Charter for consideration in the 2017-2020 budget.
Green Energy Generation - Investigation	Support green energy generation (e.g. solar and/or geo thermal).	C. Cultivate a Green Community	2. The City will be a leader in environmental stewardship.	2.2. Employ corporate environmental management systems to ensure compliance with all relevant environmental legislation and regulations and to minimize environmental impacts from City operations.												As part of the Energy and Water Conservation Audit of major City facilities there will be a review of potential green energy (i.e. solar, geothermal, etc.) opportunities for the recommended retrofits for existing City facilities.
Sedimentation and Erosion Control Project 2010 - 2021	Complete the Sedimentation and Erosion Control Plan to reduce the accumulation of sediments in the Sturgeon River. The 10-year Capital Plan identifies eight high priority outfall locations for retrofits to control sediment entering the Sturgeon River. Two outfalls have been completed since 2010. In 2015, the project will be reassessed and updates to timelines and budget will be recommended, if necessary.	C. Cultivate a Green Community	4. Preserve and manage trees, parks and natural areas	4.2. Educate the community on the protection and management of trees, parks and natural areas through a variety of programs and events.												Final landscaping and finishing at Outfall #7 (Children's Bridge) was completed in September. Administration assessed the success of the program to date and provided an updated capital charter for consideration in the 2016-2018 budget.
Ray Gibbon Drive Environmental Approval Monitoring - Phase	Annual monitoring of Riel Marsh, Riel Constructed Wetlands and Wildlife Movement Impacts as per RGD Approval requirements.	C. Cultivate a Green Community	4. Preserve and manage trees, parks and natural areas	4.1. Support existing policies and programs to protect and manage the City's trees, parks and natural areas.												The monitoring of wetland compensation that was incorporated into a stormwater management facility for Ray Gibbon Drive Phase 1 will continue until 2018.
Natural Areas Assessment Plan	Implement the Natural Areas Assessment Plan and develop natural areas policy.	C. Cultivate a Green Community	4. Preserve and manage trees, parks and natural areas	4.1. Support existing policies and programs to protect and manage the City's trees, parks and natural areas.												No update for quarter 3.
Former Landfill at Riel Park - Environmental Remediation and Monitoring	Remediation and monitoring requirements as per Environment Canada Inspector's Direction issued to the City in 2004 and updated in 2007, as well as Alberta Environment Code of Practice for Landfills. Capping and grading of former landfill at Riel park completed from 2007 - 2013. A Landfill Closure Plan and Final Report is required by March 31, 2015 as per Environment Canada Inspector's Direction. Annual monitoring will be required for a minimum of 25 years.	C. Cultivate a Green Community	2. The City will be a leader in environmental stewardship.	2.2. Employ corporate environmental management systems to ensure compliance with all relevant environmental legislation and regulations and to minimize environmental impacts from City operations.												A presentation to Council summarizing the Riel Remediation Project was presented to Council on September 28, 2015. Annual water quality monitoring will continue for a minimum of 25 years or until contaminates of concern meet the applicable environmental guidelines.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				Beyond 2016	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Organic Waste Collection at City Owned Facilities	Coordinate organic waste collection at City owned facilities.	C. Cultivate a Green Community	3. Reduce solid waste generation.	3.2. Educate the community, including schools and businesses, on solid waste management principles through targeted programs and events.											Completed review of existing facility waste requirements and met with select facility representatives to discuss logistics and equipment/material requirements. Discussed with Asset Management existing janitorial contracts and requirement for compostable bags for facilities. Organic collection to begin in select City facilities in Q4 2015/Q1 2016.
Organic Collection Expansion	Expand the organic collections program, offer to include St. Albert elementary schools and identify other viable opportunities for enrolment.	C. Cultivate a Green Community	3. Reduce solid waste generation.	3.2. Educate the community, including schools and businesses, on solid waste management principles through targeted programs and events.											In contact with some elementary schools that are looking to add organic collection services. Will be adding two additional schools for a total of five in the project.
Commercial Recycling Program	Support local businesses to develop commercial recycling programs.	C. Cultivate a Green Community	3. Reduce solid waste generation.	3.2. Educate the community, including schools and businesses, on solid waste management principles through targeted programs and events.											Project is now included in the Solid Waste Policy and is a part of our day to day operations. City staff will continue to provide assistance and alternatives to help businesses acquire and partake in recycling options for their business needs.
St. Albert/Sturgeon County Intermunicipal Affairs Committee (IAC) - Intermunicipal Project Work	Council has committed to working collaboratively with Sturgeon County, and to developing work plans to address key intermunicipal priorities.	D. Cultivate Excellence in Government	5. Develop strong working relationships with regional, provincial and federal partners.	5.1. Develop strong working relationships with Sturgeon County and other neighbouring municipalities, public and private interests in the Capital Region.											A draft Joint Infrastructure Review Study was presented to the Inter-municipal Affairs Committee (IAC) in February 2015 and received as information by both Sturgeon County Council and the City of St. Albert Council. It is a conceptual document, 80 years out, that is intended to guide future joint infrastructure projects between both municipalities. The document is being further refined and will go back to IAC for receipt on October 28, 2015.
Government Relations Program - Development of a Provincial Advocacy Strategy	To identify priorities and ensure efforts are maximized in order to have an impact and to influence decisions with the Government of Alberta.	D. Cultivate Excellence in Government	5. Develop strong working relationships with regional, provincial and federal partners.	5.1. Develop strong working relationships with Sturgeon County and other neighbouring municipalities, public and private interests in the Capital Region.											Work has begun on each of the 23 advocacy initiatives through outreach with government officials and community members. Council reviewed the document on August 21, 2015 and revised their priority list. An update will be provided to Council in Q1 2016.
CRB Growth Plan Update	Actively participate in the Capital Region Board (CRB) Growth Plan update.	D. Cultivate Excellence in Government	5. Develop strong working relationships with regional, provincial and federal partners.	5.1. Develop strong working relationships with Sturgeon County and other neighbouring municipalities, public and private interests in the Capital Region.											City representative has been attending all the Growth Plan Update Task Force meetings and has provided ongoing updates to Senior Leadership Team. An update to the broader Leadership Team was provided on October 15, 2015. Regular Administrative meetings have begun prior to the CRB Growth Plan Task Force Meetings. The Growth Plan Update is into Phase 3 of 5 - Policy Development. The Province has agreed to an extension of the project, as well as to fund the extension until September 2016.
Advocacy plan for Ray Gibbon Drive	Develop an advocacy plan for the twinning of Ray Gibbon Drive.	D. Cultivate Excellence in Government	5. Develop strong working relationships with regional, provincial and federal partners.	5.1. Develop strong working relationships with Sturgeon County and other neighbouring municipalities, public and private interests in the Capital Region.											Discussions have commenced with Alberta Transportation and MLAs Renaud and Horne. A letter has been sent to the Minister of Infrastructure, Brian Mason. Ray Gibbon Drive has moved from #8 on the Capital Region Board Capital Plan to #5 based on the work of the technical review panel. Staff met with a high level delegation from the Ministry of Transportation to begin planning future capital projects.
Continuous Improvement Project 2014 Public Communication, Consultation and Engagement	Review, assess and implement public engagement online tools for the City. Explore opportunities to more effectively utilize social media to engage and communicate with residents. Create more opportunities for more youth to provide input on the direction of the community.	D. Cultivate Excellence in Government	2. Engage the community to incorporate resident input and improve decision making.	2.2. Develop strategies to utilize online public engagement tools, social media and emerging technologies to enhance existing public engagement processes.											Administration has prepared a draft Council Policy for public engagement to provide for clarity towards the desired outcomes pertaining to this matter. This draft Policy will be presented to Council on October 26, 2015. In addition to the development of this draft Policy, Administration has narrowed the options for an Online Engagement Tool that would allow us to establish an electronic, broad based "resident panel" that would allow for regular and representative polling on topical matters. Administration intends to finalize the selection of the online Engagement tool in Q1 2016 with hopes to commence recruitment of the panel in Q2 2016.
E-Purchasing Cards	Implement e-purchasing card to streamline the payment process and tighten controls in expenditures.	D. Cultivate Excellence in Government	4. Maintain fiscal responsibility and transparency.	4.1. Provide prudent fiduciary oversight of the City's finances in an open and transparent manner, through the use of strong internal controls.											With the Agresso Upgrade scheduled to be completed in Q4, a review will be completed to determine if the Agresso workflow and Purchase Card Module will streamline some of the challenges in this implementation. In conjunction with this, BMO will also be launching a new web portal system called "Spend Dynamics" in 2016 that will address some of these challenges and simplify the implementation process.

Project Name	Project Description	Relevance to Strategic Plan			2015				2016				Beyond 2016	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Fiscal Responsibility and Accountability	Explore options to increase fiscal responsibility and accountability within government.	D. Cultivate Excellence in Government	4. Maintain fiscal responsibility and transparency.	4.3. Provide short- and long-term forecasting and budgeting principles that guide the City's decision making and link financial resources to the City of St. Albert's strategic plan.											Agresso upgrade project continues to be in the testing an training phase with a revised "go live" date expected to be in Q4 2015 (November). Investigation and implementation of additional value added modules will commence after the upgrade is completed.
Electricity and Natural Gas Contract	Negotiate and select a vendor to supply natural gas and electricity to maximize savings and stabilize costs.	D. Cultivate Excellence in Government	4. Maintain fiscal responsibility and transparency.	4.2. Establish a robust series of financial policies that support a long-term sustainable, financially responsible and affordable community for the residents of St. Albert.											Electricity costs through August 2015 total $2.506 million which is about 9.7% under budget. Natural gas costs through August 2015 total $402,162 which is about 26.7% under budget. This is somewhat misleading because the City budgets each month equally but actual natural gas costs are very seasonal, rising significantly in winter months. It is expected that the large positive variance that now exists will decrease over the final quarter of the year and final costs should be much closer to budget. The City has completed the tendering and award of a new electricity contract. The winning bidder was Enmax. The new agreement, which guarantees an electricity price of $0.052 per kWh, begins in January 2016 and ends on December 31st 2019. The City has also entered into an extended winter program for natural gas at a price of $2.88 per GJ. This program begins on October 1, 2015 and ends on April 30, 2016. The natural gas contract will be tendered in 2016.
Franchise Fee Agreement	Review and analyze changes to the Electricity and Natural Gas Franchise Agreement, explore alternate sources of revenue in order to minimize tax increase.	D. Cultivate Excellence in Government	4. Maintain fiscal responsibility and transparency.	4.1. Provide prudent fiduciary oversight of the City's finances in an open and transparent manner, through the use of strong internal controls.											Franchise fee rates are remaining at current levels for the remainder of 2014 and 2015 with electricity at 0% and natural gas at 18.8%. There are no plans currently in place to alter these rates. AUMA has negotiated a new electric franchise agreement template with utility providers. The City is in the process of adopting this new franchise agreement. A new bylaw with the agreement has been presented to Council and has gone through first reading. Per the required ratification steps, an advert has been placed in the St. Albert Gazette soliciting comments from interested parties regarding the new agreement. The advert first appeared in the September 30th edition of the paper and will continue to run in three subsequent additions (a total of 14 days). Any comments received will be forwarded with the bylaw and new franchise agreement to the province which must approve the agreement. Once the province has approved the agreement the bylaw will return to Council for second and third reading. The proposed new franchise agreement makes no change to the 0% franchise fee rate.
Inclusive Hiring Policy	Develop an inclusive hiring policy for the City as per Council motion.	D. Cultivate Excellence in Government	3. Maintain the City of St. Albert as an employer of choice.	3.1. Develop strategies to attract, retain and nurture employees to enhance the City's ability to compete with external organizations for talent.											An inclusive hiring strategy was approved by Council in Q2 2015. Human Resources will proceed with the implementation strategy. A project charter for a facility access assessment is included in the 2016 budget presentation.
Compensation Review	Design, evaluate and establish a total compensation strategy. Incorporate compensation methodology and analysis, and a comprehensive benchmarking survey in order to build competitive pay structures and evaluation methodology.	D. Cultivate Excellence in Government	3. Maintain the City of St. Albert as an employer of choice.	3.1. Develop strategies to attract, retain and nurture employees to enhance the City's ability to compete with external organizations for talent.											A business case is being presented for the 2016 budget in order to establish a total compensation strategy that reflects our corporate values, economic realities, our industry standards and our growth strategy. If approved, the Business Case will allow the establishment of key considerations for designing and managing our compensation strategy, evaluating our market position, determining a variety of compensation options and assessment of compensation methodology.
Collective Bargaining with IAFF 2130	Report to Council and request a bargaining mandate.	D. Cultivate Excellence in Government	3. Maintain the City of St. Albert as an employer of choice.	3.1. Develop strategies to attract, retain and nurture employees to enhance the City's ability to compete with external organizations for talent.											Negotiations are continuing throughout the fall of 2015.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
HR Organizational Restructure and Philosophy Alignment	Building a foundation - develop an HR model and structure that can support the success of the organization. Introduce a Business Partnership Model and introduce a strategic human resource business partnership model that is aligned to the organization.	D. Cultivate Excellence in Government	3. Maintain the City of St. Albert as an employer of choice.	3.1. Develop strategies to attract, retain and nurture employees to enhance the City's ability to compete with external organizations for talent.												Building a foundation and aligning operational services as well as the implementation of a new service philosophy structure in Human Resources to be completed by the end of Q4 2015.
Open Data Administrative Policy	Develop a policy for Open Data	D. Cultivate Excellence in Government	1. Strive to become a leader in analytics to enhance decision making.	1.3. Support open government to increase the transparency and accessibility of municipal information, promote economic opportunity and empower the community to become more involved in municipal government.												The Open Data City Manager Directive was presented to Senior Leadership Team on June 23 and was signed by the City Manager 23 July. The Geographical Information Systems Branch of the IT Services Department received training on the open data portal software, which is included in the City's enterprise GIS software license. Liaison has taken place with the City of Edmonton, County of Strathcona, Capital Region Board, and other communities to determine best practices and identify areas of future cooperation. The open data program is on track for launch during 2016 with initial data sets.
Broadband and connectivity in civic buildings	Improve broadband and connectivity at civic locations to enhance delivery of services to residents.	D. Cultivate Excellence in Government	6. Create positive customer service experiences with the community.	6.1. Establish service standards and levels, increase analytical depth, and benchmark against comparable municipalities for all community facing services.												The Municipal Area Network Phase 1 design will be completed during October of 2015, which will include recommendations for business/ownership models, technology types (fibre optics, wireless, etc.), implementation steps, and engineering guidelines for new developments. An Internet bandwidth survey was conducted from April to June with 462 responses from residents and businesses. The resulting report shows Internet service levels in all areas of the City. The IT Services Department is working with Engineering to jointly improve the networking of traffic signals along the St. Albert trail and Bellerose Drive using new fibre optic cable within existing (rehabilitated) conduit. The St. Anne street re-alignment project will result in new fibre optic conduit, which will make future installation of fibre optic cable possible without disturbing completed earthwork. A capital charter for the next phase has been submitted for consideration within the 2016 budget.
Agenda Management Software	Implementation of software to facilitate more efficient processes for agenda report and Council meeting agenda development and distribution as well as management of workflows and tracking of actions resulting from Council Meeting decisions.	D. Cultivate Excellence in Government	1. Strive to become a leader in analytics to enhance decision making.	1.3. Support open government to increase the transparency and accessibility of municipal information, promote economic opportunity and empower the community to become more involved in municipal government.												Project has experienced delay due to departmental resources being reallocated to conduct the by-election, and due to technical challenges with the application during development. The new target is to implement the Agenda Management Software System by the end of Q4 2015.
Census 2016	Conduct Municipal Census in April 2016	D. Cultivate Excellence in Government	1. Strive to become a leader in analytics to enhance decision making.	1.1. Utilize analytics in support of evidence-based decision making to enhance service delivery to residents.												Work continues on planning for Census 2016. Administration plans to bring to Council in Q4 2015 a proposed policy for Census.
Corporate Policy and Bylaw Review	Develop a work plan to review and update as necessary to 81 Council policies.	D. Cultivate Excellence in Government	5. Develop strong working relationships with regional, provincial and federal partners.	5.2. Research government organizations that are recognized for their leadership in municipal government and identify best practices to enhance municipal operations.												A framework for governance and policy was presented to Senior Leadership Team and their input was received. The policy was presented to Council on August 17, 2015. Administration will proceed with finalizing schedule for policy review that will be used in the future to ensure policies and bylaws are kept up to date and that they conform with the established standards of the framework.
Election 2017	Prepare for and conduct 2017 Election	D. Cultivate Excellence in Government	2. Engage the community to incorporate resident input and improve decision making.	2.3. Improve access, remove barriers and provide opportunities for the community to get involved in the democratic process.												No update for Quarter 3.
Capital Project Management Policy Update	Update the policy to reflect changes to public sector accounting standards, best practices in project management processes and changes to the City's organizational structure.	D. Cultivate Excellence in Government	1. Strive to become a leader in analytics to enhance decision making.	1.2. Support the development of key measurable goals for each City department and division to monitor the health of the organization and progress towards achieving the community's vision.												Council was presented with guiding principles for a full review of Council Policy C-P&E-02 Capital Project Management on September 28, 2015 and were asked to provide input to Administration on those principles by October 31, 2015. Administration was directed by Council (Council Motion C463-2015) to provide a revised Council Policy in Q1 2016 to be used within the 2017 Budget process.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				Ref	2014	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Continuous Improvement Project 2014 Service Levels Benchmarking Phase 1	Year 1 objective is to develop an inventory of external services, associated service levels and benchmarked service levels with progress report to Council by Quarter Four of 2014. Year 2 project plan and objectives will be based on the findings from year 1.	D. Cultivate Excellence in Government	6. Create positive customer service experiences with the community.	6.1. Establish service standards and levels, increase analytical depth, and benchmark against comparable municipalities for all community facing services.												The final draft of the external services inventory and the benchmarking report was presented to Council in September 2015. The benchmarking report was also forwarded to City Managers and Mayors of participating municipalities. The team commenced the work on documenting internal services and approved recommendations following presentation to Council.
City Performance Measurement Policy	Develop a City performance measurement policy to support the development of key measurable performance goals for each City department and division.	D. Cultivate Excellence in Government	1. Strive to become a leader in analytics to enhance decision making.	1.2. Support the development of key measurable goals for each City department and division to monitor the health of the organization and progress towards achieving the community's vision.												A draft Strategic Framework: Alignment and Measurement model was presented to Senior Leadership Team to provide a roadmap to enhance our existing strategic and operational planning, budgeting, management, evaluation, measurement and reporting process. These learnings will influence the development of a performance measurement policy to provide direction for the creation, alignment and reporting of performance measures across the organization. The framework will be presented to Council in Q1 2016.
Community Sustainability Framework	Develop a Community Sustainability Plan and related policies to engage the public in better defining a long-term vision for the community.	D. Cultivate Excellence in Government	2. Engage the community to incorporate resident input and improve decision making.	2.1. Communicate and engage the community to promote two-way information sharing and provide the opportunity to provide input into the development of the City's plans, budgets, decisions and implementation of decisions that affect them.												An implementation plan for the incorporation of the Community Sustainability Framework in Council Policy and the Municipal Development Plan was presented to Council on September 28, 2015. Administration received direction to draft a Council Policy for the Community Sustainability Framework/Vision by Q1 2016.
Transit By-Law Update	As part of the Transit Long Term Department Plan, the bylaw is being updated to be consistent with the City Code of Conduct.	D. Cultivate Excellence in Government	6. Create positive customer service experiences with the community.	6.1. Establish service standards and levels, increase analytical depth, and benchmark against comparable municipalities for all community facing services.												This work will be moved to 2016 as part of a multi-departmental bylaw review. The Service Standards Policy has taken precedence.
Service Standard Policy for Benches, Bus Stops and Garbage Cans.	Develop a service standards policy for benches, bus stops and garbage cans.	D. Cultivate Excellence in Government	6. Create positive customer service experiences with the community.	6.1. Establish service standards and levels, increase analytical depth, and benchmark against comparable municipalities for all community facing services.												Collaboration with Recreational Services occurred in Q4 2014. Anticipated work to take place in Quarter Three 2015.
Offsite Levy Policies	Policies will provide a consistent and transparent framework to encourage and support growth while ensuring infrastructure costs are allocated appropriately. Policies will provide direction on front ending, recoveries, debt sharing, and oversizing of infrastructure.	E. Cultivate Sustainable Infrastructure and Services	1. Create an attractive environment to do business in St. Albert that results in a diversified tax base.	1.4. Ensure the City of St. Albert supports expansion and attraction of desired business and industry through competitive policies, bylaws, taxes, infrastructure and services.												Feedback from Sturgeon County was requested by May 1, 2015 on two policies approved by Council. Sturgeon County confirmed they had no further input to Off-Site Levy Policy C-P&E-10. Debt Sharing was deferred for exploration into Q1 2016 (note: updated date) and will require substantial consultation with developers and local development stakeholders to ensure that the white paper reflects the necessary requirements within a Debt Sharing system.
Open Payment Fare System Project (Smart Card)	Implement a regional Open Payment fare collection system in partnership with the City of Edmonton and Strathcona County.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.3. Promote a transit network that enables the City of St. Albert to achieve its economic, social and environmental objectives by making transit a convenient and competitive mode of transportation.												The Province announced funding approval for Smart Fare, which included Smart Bus. Administration started initial discussions with the regional partners, Edmonton and Strathcona. First phase is implementation of Smart Bus, which is scheduled for completion in Q3 of 2016. Phase two is the Smart Fare which is currently in the Request For Proposals development stage.
Community Groups Service Delivery Capacity	Support the capacity for service delivery by community groups.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.2. Ensure that municipal utilities and services are provided in an efficient, economic, coordinated, and timely manner relative to the desired development of the city.												Report was presented to Council on September 8, 2015. No further action required - this is complete.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Development of Public Art Maintenance and Restoration Plan	The long-term plan will ensure that the City's public art collection is preserved and maintained for current and future generations.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												Review and update of condition assessments of art work is still underway. A preliminary draft report will be completed in 2016.
Fixed Network Automated Meter Infrastructure (AMI) Water Meter System	Implement reading of water meters electronically to allow online access to water consumption data. It will also assist with detecting leakage in a timely basis and provide support to consumers in monitoring/reducing water consumption.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.2. Ensure that municipal utilities and services are provided in an efficient, economic, coordinated, and timely manner relative to the desired development of the city.												After review of the RFP submissions, only 3 qualified as meeting all of the mandatory requirements. Upon further review, the proposed system costs from these vendors, exceeded the budget for this project. Subsequently this tender has been cancelled. A meeting with the impacted departments and the City Manager is being scheduled to determine the next steps for this project.
Capital Partnership Program	This shared funding program is designed to stimulate new capital projects to help prepare St. Albert for the anticipated community growth.	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.												The decision has been made by Council to cancel this program with the last intake date of June 30, 2015. Four submissions have been received in total. One applicant withdrew, one is considering working on their business plan for re-submission by the end of 2015. The Capital Partnership Program Advisory Committee has reviewed the remaining two business cases and the staff liaison will be presenting the Committee's recommendations to Council for decision in Q4 2015.
St. Albert Trail Pedestrian Sidewalk Upgrades	Continue to construct sidewalks along the St. Albert Trail.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.												Year 2 of this 3 year project is proceeding with the following associated work: side walk constructed on St. Albert Trail from McKenney Avenue to Lennox Drive and also a portion constructed on Gate Avenue connecting St. Albert Trail to the Village Tree Transit Station. In 2016 the work will consist of reviewing engineering / design options to create a sidewalk connection over the Sir Winston Churchill Overpass and potential construction of applicable new connections.
North Interceptor Sanitary Trunk Line Phase 3 (Project 9)	The design and installation of a sanitary trunk line to convey the terminus of the existing Phase 1 North Interceptor at St. Vital and St. Albert Trail to the existing sub line at the ACRWC St. Albert Pump Station. This will facilitate growth within the downtown, Riel South, and west of Ray Gibbon Drive	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.2. Ensure that municipal utilities and services are provided in an efficient, economic, coordinated, and timely manner relative to the desired development of the city.												Preliminary geotechnical investigation concluded in the summer of 2015, which provided necessary slope stability information to facilitate the optimization of alignment choices for the trunk line. In Q3 2015 focus was on the Preliminary Design associated with the project, this includes a risk workshop, and determination of optimal alignment to facilitate the construction of the project. It is anticipated that the detailed design will begin within Q1 of 2016. This will include the ascertaining of necessary permits and approvals and any easements from existing landowners. The detailed design will additionally yield the completion of detailed drawings and specifications providing the foundation to the construction contract of the project. The construction is anticipated to begin during Q4 2016, based on the current schedule. The timeline for construction completion will be finalized when further detailed information is available in terms of design optimizations, contract splitting and overall construction methodology.
St. Albert Trail Median and Boulevard Enhancement	Enhance the St. Albert Trail Median and Boulevards.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.1. Plan for and implement roadway enhancements to address the transportation needs of St. Albert as its population grows.												Work for this program is completed and now a maintenance program (2 years) starts with the contractor.
Transportation Master Plan	Update the Transportation Master Plan to identify a transportation policy framework for the City and establish priorities for the City's investment in transportation and infrastructure for the future.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.2. Establish sustainable priorities for the City's investment in transportation and infrastructure for the future and within the region.												The alignment and function of Villeneuve Road/Fowler Way has been finalized and approved. Public consultation and engagement in regards to the overall master plan has been completed and work is now focused on completing the traffic model and forecasting network operations. A draft report is expected in December, with a final presentation to Council on January 25, 2016.
St. Albert Trail Corridor Safety Review	Complete the St. Albert Trail and Boudreau Road corridor safety review to address prevailing safety issues.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.												The final report was completed and presented to Council on August 17, 2015. An implementation strategy to address recommendations has been created and a Project Charter (ENGS-064) is being brought forward as part of the 2016 budget process.

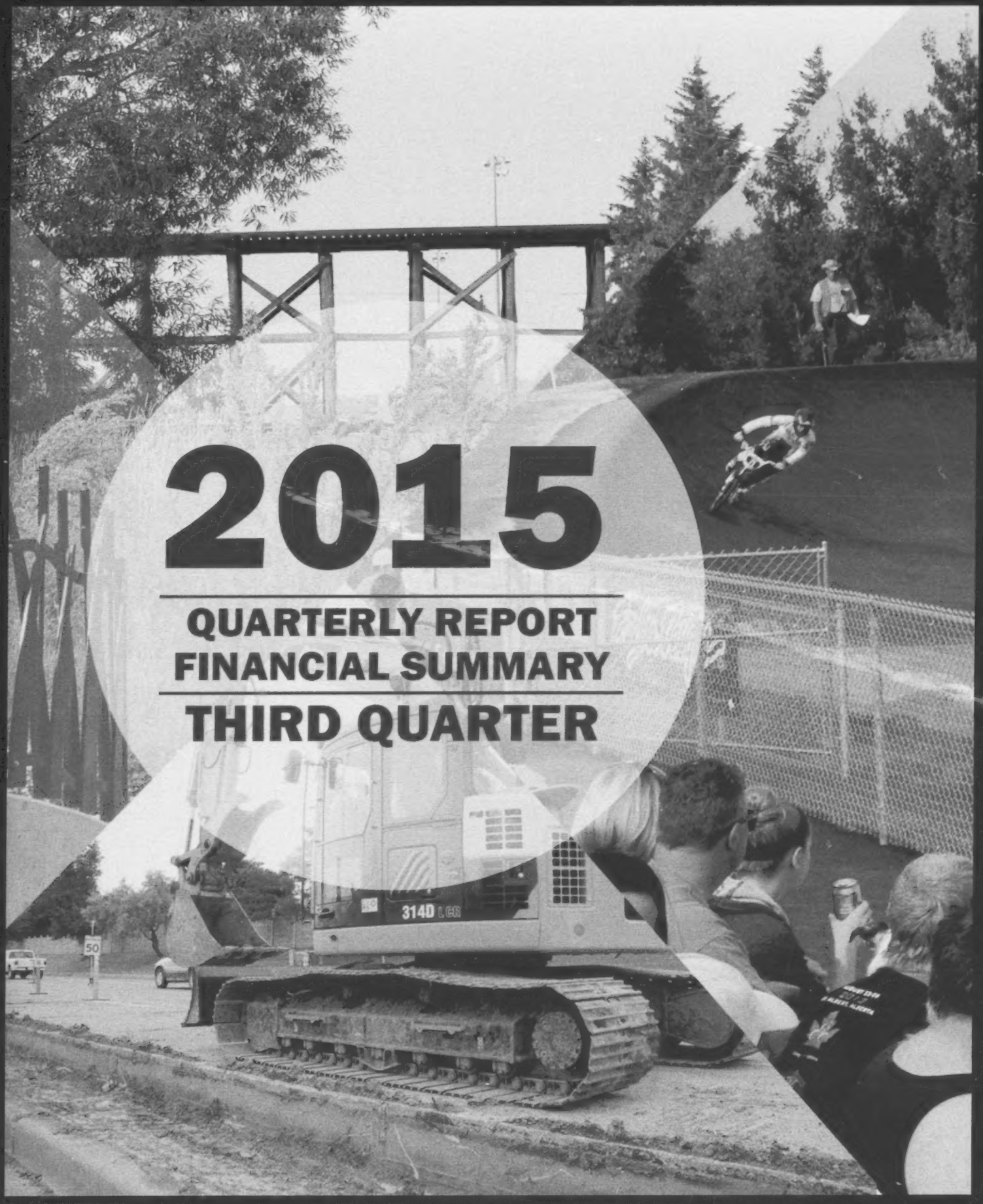
Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Update Quality Management Plan	Update Safety Codes Quality Management Plan in accordance with provincial requirements.	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.												The plan was drafted with Building Inspections and Fire combined Quality Management Plan. The plan was forwarded to Safety Codes Council for review. Due to workload for permits/inspections, completion is postponed until Q4.
Land Use Bylaw Review and Update (Housing)	Review the Land Use Bylaw	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.2. Implement innovative civic, neighbourhood and housing design trends that foster increased efficiencies, capacity and incorporate cutting-edge technology solutions.												Contract was issued and project was initiated.
Electronic Signs Update	Review the Land Use Bylaw	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.												Council direction was received on option to review digital displays.
Signage Review	Review the Land Use Bylaw	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.												This project is delayed due to permit/application demands and is anticipated for Q4 2015.
Urban Village Guidelines	Update existing Urban Design Guidelines to ensure currency and relevance for upcoming development.	E. Cultivate Sustainable Infrastructure and Services	1. Encourage innovative and progressive development.	1.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.												Postponed due to current planning priorities and limited staff resources.
Riel Park Phase 5 - Design and Construction and Amenities Building	Completion of the Riel Park facility enhancements including trail development and landscaping and paving of the multi-use parking lot and bus turn around and completion of the Riel Park facility enhancements including design and construction of the amenities building.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												Stakeholder review of amenities building design is currently underway.
Parks and Open Space Guidelines	Update the 1994 Parks & Open Space Guidelines document to align with current and future vision of Parks and Open Spaces in the City of St. Albert	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												Work on review of the Parks and Open Space Guidelines has begun with review and update of elements within the document underway.
Grey Nuns White Spruce Park Management Plan	Management Plan is being created to ensure long term sustainability and direction for overall park management of the forest and park area, management of the people (users) and management of the education and awareness.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												In Q3, the FORTIS Naturalization Grant reforestation planting was completed in the Grey Nuns White Spruce Forest. This planning involved the clearing of five plots within the forest and planting white spruce saplings totalling 80 plants. A full update of the Grey Nuns White Spruce Forest Management Plan will be shared with Council in Q4.
Arena Improvements	Enhancements to the Go Auto Arena including access door to lower level from the upper concourse, media bench and branding.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.												This project has been completed.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				Beyond 2018	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Baseball Diamonds Safety Fencing	To install safety fencing along the sides of 21 City owned baseball diamonds to protect the benches and spectator sidelines.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.											Project has been put on hold as real requirements of the project will push the budget well beyond what was approved. Administration will provide Council with a report on next steps in Q4 2015.
City Parks Refurbishment Plan	The purpose of this project is to upgrade and replace parks infrastructure.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.											Bond Creative has been awarded the contract. Signage design is currently underway with the final design anticipated in Q4 2015.
Woodlands Water Play Park Locker Room Rehabilitation	This project includes the replacement of locker room fixtures in order to rehabilitate the facility to its designed standard and ensure a safe, well maintained facility for the public.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.											Project is substantially complete. Branding will be completed in Q4 2015.
Sport Field Refurbishment Program	The purpose of the project is to address the maintenance requirements of the City's sports fields.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.											Administration is currently evaluating and assessing the current City Sports Field Replacement Program which will impact the number of fields and method of refurbishment that the City utilizes. Administration would recommend postponing any decision on additional fields until this evaluation is complete. Any update to this program will be presented in the 2017 Capital Budget Process. The new "refresh" program has been piloted for the Lorne Akins Field. Evaluation of the field will occur in Q4 2015.
City Playground Lifecycle Program	The City Playground Lifecycle Program ensures that City Playgrounds are safe and well maintained.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.											Public engagement will occur in Q4 2015 to gather public input on upcoming playground projects before proceeding with development. Playground projects from 2015 and 2016 will occur in 2016.
Lion's Park Drainage	The purpose of this project is to address the existing drainage issues in Lion's Park and put infrastructure in place to ensure that the Park remains viable for both general public use as an events venue. Working in conjunction with DARP a long term plan for the Park will be completed.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.											This project has been put on hold for 2015 and deferred until the completion of construction of St. Anne Realignment and 50+ Club project. This will minimize disruption to Lion's Park users. Interim solutions will be put in place to mitigate existing turf and drainage issues at Lions Park. The project will be reassessed in 2016.
Life Cycle Replacement Plan Policy	Establish a corporate policy for life cycle replacement of assets and ensure documentation is in place to guide Administration's plans and budgets.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.3. Maintain corporate and infrastructure assets in an efficient and sustainable manner that meets the present and future growth needs of the city and in accordance with approved guiding principles.											A draft lifecycle replacement plan administrative directive was developed as part of a larger Asset Management strategy for the Corporation and it was approved by Council on September 22, 2014. The Administrative policy was reviewed by SLT and sent back for revisions. These revisions are anticipated to be completed in 2016, depending on staff availability.
Park and Ride Transit Centre Land Agreement	Develop a park and ride location and plan. Develop a lease agreement with the City of Edmonton and the province of Alberta for lands within the Transportation Utility Corridor.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.											Administration is continuing coordination with the City of Edmonton and the Province of Alberta on a lease/sublease arrangement for the land at the chosen site. Administration met with the Province and City of Edmonton in Q3. The Province is still considering proposed amendments.
NAIT LRT Extension Route Redesign	Route restructuring to provide transfer connections with Edmonton's North LRT extension at NAIT which is consistent with the Transit Long-Term Department Plan.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.											Project is delayed due to late announcement of LRT start-up. Administration is awaiting confirmation of stable LRT operation before implementing route changes.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				2017	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	+	+		
Park & Ride Transit Centre Project	Develop a park and ride location and plan. Provision of park and ride facility on surplus Transportation Utility corridor lands for St. Albert Transit users aiming to increase ridership.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.												Delayed due to finalization of the lease with the Province.
Growth Areas For Transit Service	Support growth-area transit service to higher density residential areas.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.1. Plan for and implement roadway enhancements to address the transportation needs of St. Albert as its population grows.												Schedule adherence monitoring was done to determine prioritises for growth service additions.
CRB Transit Governance Review	Participate in the Regional transit Commission Assessment. Business Case analysis for creating a Capital Region Transit Commission is being completed by the CRB, Transit Committee.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.3. Promote a transit network that enables the City of St. Albert to achieve its economic, social and environmental objectives by making transit a convenient and competitive mode of transportation.												An initial report on this project with Edmonton on forming a single operating entity has been completed and was approved by Edmonton and St. Albert City Councils along with funding for a study. A report with a recommendation on integration is due to be presented to both Councils in Q2 2016.
LRT Into St. Albert-Alignment Study	Following approval of Phase 1 of the St. Albert LRT Planning Study, Phase 2 of the study LRT Alignment within the corridor was started in Q4 2014.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.3. Promote a transit network that enables the City of St. Albert to achieve its economic, social and environmental objectives by making transit a convenient and competitive mode of transportation.												Continuing with the second phase; the LRT into and through St. Albert project development including the alignment of LRT tracks and infrastructure with the St. Albert Trail corridor. Administration and Consultant have been working to finalize the report that will be presented to Council in November 2015.
Transit Route Restructure	Local route and service restructuring.	E. Cultivate Sustainable Infrastructure and Services	2. Maintain a safe and efficient transportation network.	2.1. Provide for the safe and efficient movement of goods and people within the community to work, school and home.												Update presented to Council in October. Next steps include formation of Advisory Committee based on Council's recommendations and review of service standards.
SCADA System Upgrades	Conduct a current state assessment, upgrade options analysis and Master Plan development for the Supervisory Control and Data Acquisition Systems (SCADA) that is the primary control and monitoring interface for Water and Sewer Facilities throughout the City.	E. Cultivate Sustainable Infrastructure and Services	3. Improve existing community assets and services.	3.2. Ensure that municipal utilities and services are provided in an efficient, economic, coordinated, and timely manner relative to the desired development of the city.												The Request for Proposal for consulting services is being prepared, public posting and award is anticipated in Q4 2015, with contract execution being carried out through Q4 2015. The consulting contract deliverables will undertake a current state assessment, identify options and costs analysis and prepare a Supervisory Control and Data Acquisition System (SCADA) Master Plan in upgrading the existing SCADA systems as identified for 2017/2018 in the WATER/WASWT-005 RMR Capital Charters as well as related specifications for inclusion in the Municipal Engineering Standards for applicable new Infrastructure.
Social Master Plan: Community Plans and Social Policies	Determine the need for additional community plans and social policies.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.1. Embrace a safe and healthy community that promotes diversity through inclusive community design, universal accessibility, programming and cultural celebrations.												Youth Development Policy was approved by Council on September 28, 2015. A series of engagement sessions will be undertaken through Q4 2015 with the intent to see how we are progressing.
Youth Hub	Ensure youth are actively engaged and supported.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.7. Create opportunities for youth to become actively engaged and provided with the supports needed to succeed and contribute to the community.												A location has now been secured in the downtown area. A contractor has been engaged and renovations are about to commence. It is anticipated the Hub will open early 2016.
Poverty Reduction Strategy	Develop a community wide Poverty Reduction Strategy.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.1. Embrace a safe and healthy community that promotes diversity through inclusive community design, universal accessibility, programming and cultural celebrations.												Administration is looking to position and develop strategy given new government policies. Continued participation in the Provincial and National Community of Practice.
Community Wide Bullying Strategy	Support development of a community wide bullying strategy.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.3. Support the development of a community strategy to assist all residents live free from bullying.												Application for Diversity and Inclusion grant funding was submitted to support education and awareness campaign.
Homelessness Prevention Strategy in St. Albert and Sturgeon County	Research and develop a homelessness prevention strategy	F. Cultivate a Safe, Healthy and Inclusive Community	2. Ensure all residents live in a safe community.	2.2. Develop plans to address community emergencies and unanticipated safety issues within the community while providing emergency and protective services in an efficient and effective manner.												Research Assistant is currently conducting surveys and focus groups. This will lead to a homeless prevention strategy in St. Albert by Q4 2016.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				Later	2018	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
St. Albert and Sturgeon Hospice Association	Role: Liaison for City - Advocate, promote and support efforts.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.1. Embrace a safe and healthy community that promotes diversity through inclusive community design, universal accessibility, programming and cultural celebrations.												FCSS has a City liaison on this board where efforts continue in the advocacy of Hospice services. The advocacy efforts have been rewarded, as a number of hospice units have recently been announced.
Community Diversity and Inclusion Initiatives	Develop, promote and support community events that embrace diversity and culture.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.1. Embrace a safe and healthy community that promotes diversity through inclusive community design, universal accessibility, programming and cultural celebrations.												Culture kitchen meets twice per month to share cultural values and meals.
Mental Health Awareness Event	Mental Health Strategy	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.5. Advocate for changes to systemic barriers that prevent residents from access to mental health, addictions and housing supports.												In collaboration with St. Albert Community Foundation Youth Mental Health Awareness event took place on September 25, 2015 to increase awareness of mental health. The event was well attended with over 400 people in attendance.
City's Emergency Plans	Further develop and implement the City's emergency plans.	F. Cultivate a Safe, Healthy and Inclusive Community	2. Ensure all residents live in a safe community.	2.2. Develop plans to address community emergencies and unanticipated safety issues within the community while providing emergency and protective services in an efficient and effective manner.												The 72 Hour Emergency Planning Guide is being adapted for a Quick Action Guide (70% complete). ICS 200 course was held on September 29 and 30. Emergency Management Bylaw has been reviewed by Legislative Services. Partnering agreement is in place with Norquist College to create a Community Resilience training program and the first course will occur in St. Albert in December. Letter of Understanding was developed for alternate Reception Centre location (Alliance Church). Annual report was submitted to Disaster Services Committee on August 25, 2015. Bidders were created for each Emergency Operation Centre position. Emergency Response Plan - Section 1 Contact list was updated.
Facility Safety and Security	Draft Administrative Policy and facilitate safety and security initiatives including enhanced facility access controls, staff training and internal/external communication measures.	F. Cultivate a Safe, Healthy and Inclusive Community	2. Ensure all residents live in a safe community.	2.2. Develop plans to address community emergencies and unanticipated safety issues within the community while providing emergency and protective services in an efficient and effective manner.												Request for Quotes for entrance enhancement has been developed and is at the final review stage. Request for Proposals for access control has been developed and is at the final review stage; departmental representatives from policing, human resources, fire services and IT are currently developing protocols for emergency communications.
Options for new facility and expansion of North Ridge Lodge	Advocate for expansion of North Ridge Lodge and identify options for another facility similar to Chateau Mission Court.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.6. Create opportunities for seniors to become actively engaged and supported through necessary programming, supports, accessible housing and continuing care options.												This project is linked to the Corporate Land Strategy as it relates to the identification and acquisition of land for additional seniors housing facilities. The Housing Diversity Action Plan was approved by Council in Q1 and so the initiatives contained in this action plan related to land will be incorporated into the land strategy actions.
50+ Club Building	Rehabilitate and expand the program space in the 50+ Club building	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.6. Create opportunities for seniors to become actively engaged and supported through necessary programming, supports, accessible housing and continuing care options.												Demolition has begun and is in progress. Issues have been found on site due to asbestos findings, which have required the use of majority of contingency funding.
Whistle Cessation	Assess opportunities for whistle cessation to reduce noise pollution within the community.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.1. Encourage progressive development that is planned for and regulated while ensuring development is environmentally sound, preserves the unique character of St. Albert, promotes safety and is accessible to the community.												The Rail Road crossing of Levasseur Road is being upgraded in Q4 of 2015. The consultant, Stantec, is in the process of finalizing the report. In 2016, there will be work completed based upon the recommendations and findings of the report; following completion of recommendations and requirements, the City may then apply to Transport Canada for an anti-whistle approval. Once the approval is received, Administration will work on public consultation and make an application to Council for a Bylaw approval.
Council Policy C-PS-02 Policing Services	As a result of the Policing Long term department Plan, review Council Policy C-PS-02 (Policing Services) and bring back recommended changes.	F. Cultivate a Safe, Healthy and Inclusive Community	2. Ensure all residents live in a safe community.	2.2. Develop plans to address community emergencies and unanticipated safety issues within the community while providing emergency and protective services in an efficient and effective manner.												The draft policy was presented to Council on September 21, 2015. Council was given some info to review and reflect on the proposed Policy and make comments to Administration. The policy will be going back to Council on November 23, 2015 for consideration and debate.
Safe Journey to School Program Implementation	Implement recommendations from the Safe Journey to School program.	F. Cultivate a Safe, Healthy and Inclusive Community	2. Ensure all residents live in a safe community.	2.2. Develop plans to address community emergencies and unanticipated safety issues within the community while providing emergency and protective services in an efficient and effective manner.												Administration prepared and submitted a Project Charter, ENGS-063 Safe Journey to School Safety Implementation Strategies, for Council's consideration during the 2016 budget deliberations to fund the next steps. Once additional funding is approved Administration will proceed with planned implementation plan for this program.

Project Name	Project Description	Reference to Strategic Plan			2015				2016				Future	2015	Status	Progress Update
		Outcome	Goal	Strategy	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Develop Policies Related to Handibus Eligibility and Advisory Committee Operations	Develop Council and Administration policies to define Handibus eligibility to be reviewed by the Handibus Advisory Committee.	F. Cultivate a Safe, Healthy and Inclusive Community	1. Encourage the development of an inclusive community that is friendly for all ages.	1.1. Embrace a safe and healthy community that promotes diversity through inclusive community design, universal accessibility, programming and cultural celebrations.												Revised City Manager Directive was drafted and is being submitted to the City Manger for final approval in Q4 2015.



2015

QUARTERLY REPORT
FINANCIAL SUMMARY

THIRD QUARTER

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FINANCIAL REPORT

Quarter Summary

Budget Position

Municipal Operating Budget (Page 6)

Municipal Operating Revenue

- $106.4 million in operating revenue recognized as of September 30,2015, which is 75 per cent of forecast. Forecasting $142.7 million of revenue, which is $3.2 million over budget.

Municipal Operating Expenditure

- $101.1 million spent as of September 30, 2015, which is 73 per cent of forecast. Forecasting $138.9 million to be expended by the end of the fiscal year, which is $551 thousand under budget.

A breakdown of significant variances by Division is found on page 7.

The first nine months of 2015 have resulted in a forecasted year-end surplus of $3.8 million. This positive variance is mainly attributed to provincially legislated fine revenue increase and trending, less RCMP resources provided by the Federal Government and an increase in development and compliance certificate revenues. Administration will continue to monitor both the revenues and expenditures to ensure that the City stays in line with forecast.

Municipal Capital Budget (Page 12)

There are 147 municipal capital projects that have been ongoing and scheduled for 2015. To date, $45.0 million has been spent out of a $114.0 million cumulative budget with a forecast of $113.5 million.

Utility Operating Budget (Page 18)

Utility Operating Revenue

- $30.3 million recognized as of September 30, 2015, which is 76 per cent of forecast. Forecasting $40.0 million of revenue to be collected by the end of the fiscal year, which is $1.2 million over budget.

Utility Operating Expenditure

- $18.8 million has been spent as of September 30, 2015, which is 73 per cent of forecast. Forecasting $25.7 million to be expended by the end of the fiscal year, which is $ 675 thousand over budget.

A breakdown of significant variances by Division is found on page 19.

Utility Capital Budget (Page 22)

There are 40 utility capital projects scheduled for 2015. To date, $22.1 million has been spent out of a $53.0 million cumulative budget with a forecast of $52.7 million.

Financial Position

Reserves (Pages 26-27)

As per Policy C-FS-01, Financial Reserves, the City of St. Albert recognizes that setting aside funds for emergent financial needs and the replacement of existing equipment, facilities and future projects provides for property tax stabilization and contingency funding and reduces the need for debt financing. The City maintains 48 funds within 19 reserves for operating, capital, outside agency and utility purposes. The opening balances for the year were $83.9 million, forecasting a year end balance of $76.5 million. The actual year-to-date September balance is higher than the year-end forecast as approved capital and operating projects are in progress.

Through compliance with the reserve policy, the City of St. Albert is in a solid position to ensure that any emergent financial needs and long-term replacement of equipment will be met, while maintaining a stable tax base.

Investments (Page 26)

The City continues to maintain a strong investment portfolio, with $174.7 million as of September 30, 2015. The City invests conservatively in highly liquid funds to ensure current and future obligations are met, while securing the highest rate of return.

As of September 30, 2015, the City had earned $2.2 million in investment income, which is 96% of the budget. The forecast has been adjusted to $2.8 million to reflect the increase in investment income earned.

Debt (Page 27)

The City's outstanding debt as of September 30, 2015 was $46.5 million and relates to two projects: $23.5 million related to the construction of Servus Credit Union Place and $23 million related to the first stages of Ray Gibbon Drive. The City's debt and debt service limits are significantly lower than the ceilings stipulated in both the *Municipal Government Act* and *Council Policy C-FS-03* and are not forecasted to change in the near future.

Conclusion

The third quarter results are forecasting year-end surplus of $3.8 million. Administration will continue to monitor both the revenues and expenditures to ensure that the City stays in line with forecast.

The City of St. Albert continues to maintain a strong financial position by ensuring operating and capital expenditures are closely monitored within the approved budget, maintaining a healthy reserve balance and low debt limits, and prudently investing the City's liquid assets.

Municipal Operations

CITY OF ST. ALBERT

MUNICIPAL OPERATING SUMMARY BY DIVISION
FOR THE PERIOD ENDING SEPTEMBER 30, 2015

In Thousands of Dollars

Division Description	2015 Actual YTD (A)	2015 Forecast (B)	2015 Budget (C)	Variance $ (C-B)	Variance % (C-B)/C
Revenue					
Council	$52	$55	$55	$-	0%
City Manager's Office	121	562	548	14	3%
Corporate Strategic Services	664	1,234	928	306	33%
Community & Protective Services	19,349	24,983	23,182	1,801	8%
Planning & Engineering Services	2,692	3,455	2,713	742	27%
Infrastructure Services	7,260	10,349	10,370	(21)	(0%)
Finance & Assessment Services	829	1,051	1,180	(129)	(11%)
Economic Development	638	935	918	17	2%
Common & Fiscal	74,869	100,048	99,526	522	1%
					0%
Total Revenue	$106,474	$142,672	$139,420	$3,252	2%
Expenses					
Council	$478	$685	$677	$(8)	1%
City Manager's Office	2,070	3,422	3,428	6	(0%)
Corporate Strategic Services	7,207	10,777	10,698	(79)	1%
Community & Protective Services	41,604	57,704	58,430	726	(1%)
Planning & Engineering Services	6,285	9,297	9,611	314	(3%)
Infrastructure Services	23,345	32,326	32,808	482	(1%)
Finance & Assessment Services	2,700	3,611	3,771	160	(4%)
Economic Development	1,169	1,675	1,608	(67)	4%
Capital Financing	12,102	14,406	14,406	-	0%
Common & Fiscal	4,196	4,966	3,983	(983)	25%
Total Expenses	$101,156	$138,869	$139,420	$551	(0%)
Excess of Revenue over Expenses					
Council	$(426)	$(630)	$(622)	$(8)	(1%)
City Manager's Office	(1,949)	(2,860)	(2,880)	20	1%
Corporate Strategic Services	(6,543)	(9,543)	(9,770)	227	2%
Community & Protective Services	(22,255)	(32,721)	(35,248)	2,527	7%
Planning & Engineering Services	(3,593)	(5,842)	(6,898)	1,056	15%
Infrastructure Services	(16,085)	(21,977)	(22,438)	461	2%
Finance & Assessment Services	(1,871)	(2,560)	(2,591)	31	1%
Economic Development	(531)	(740)	(690)	(50)	(7%)
Capital Financing	(12,102)	(14,406)	(14,406)	-	0%
Common & Fiscal	70,673	95,082	95,543	(461)	0%
Total Excess of Revenue over Expenses	$5,318	$3,803	$-	$3,803	

Municipal Operating Budget to Forecast Variance

City Manager's Office - $20 thousand under budget

Revenue - $14 thousand over budget

- $14 thousand over budget in revenue due to auction sale of kiln and pottery wheels.

Expense –$6 thousand under budget

- $100 thousand under budget in Insurance liability expense relating to a reduction in claims against the City.
- $13 thousand under budget in Insurance premiums to reflect actual expense.
- $119 thousand over budget from expenses related to the Constable Wynn memorial.

Corporate Strategic Services - $227 thousand under budget

Revenue - $306 thousand over budget

- $294 thousand over budget resulting from WCB/PIR rebate received.

Expense – $79 thousand over budget

- $294 thousand over budget as WCB/PIR rebate is transferred to the Safety Reserve.
- $45 thousand over budget in IT color copy charges due to corporate copy expenses consolidated within department.
- $20 thousand over budget due to additional recruitment agency costs.
- $226 thousand under budget as a result of salary and benefits due to vacancies/turnovers.
- $40 thousand under budget in advertising and promotions due to changes to the needs of internal clients during the quarter.

Community & Protective Services - $2,527 thousand under budget

Revenue - $1,801 thousand over budget

- $1,417 thousand over budget due to increased photo radar tickets issued, good weather throughout the fall and the increase in fine amounts from provincial budget.
- $314 thousand over budget relating to additional grant funding received in Policing (911, MPEG), Fire (FSEPP) and Culture (one-time Tourism Alberta) grants and additional MSI operating funds received.
- $225 thousand over budget relating to the Butterfly Project and Youth Outreach Hub approved by Council.
- $125 thousand over budget in ambulance service revenue due to higher than anticipated calls.
- $75 thousand over budget in donations related to Children's Festival and Youth Asset Team.
- $293 thousand under budget due to lower than anticipated recreation memberships and day passes, offset by an increase in lesson fees.
- $101 thousand under budget due to concession services cessation offset by additional Arden concession sales.

Expense–$726 thousand under budget

- $1,150 thousand under budget relating to the RCMP contract as Federal government has not supplied the adequate number of officers requested from the City.
- $229 thousand under budget due to Municipal Enforcement Services vacancies, RCMP security delays and recruitment delays.
- $152 thousand under budget due to lower electricity and natural gas expenses for recreation facilities.
- $114 thousand under budget in Recreation & Parks due to concession services cessation and reduction in Public Works labour costs for Servus Place due to reassignment of positions.
- $95 thousand under budget relating to a transfer of Speed on Green tickets to reserve resulting from significantly less Speed on Green tickets issued.

- $863 thousand over budget in photo radar contract due to increased volume and expenses related to Youth Outreach Hub approved by Council.
- $67 thousand over budget in operating expenses due to relocation of tents for children's festival.
- $51 thousand over budget in fire training expenses related to the unbudgeted FSEPP grant.

Planning & Engineering Services - $1,056 thousand under budget

Revenue - $742 thousand over budget

- $547 thousand over budget in development and compliance certificates due to higher than anticipated demand for larger and more complex commercial and multi-family development and house sales.
- $126 thousand over budget in recoveries due to payments received from Fortis relating to construction contribution.
- $66 thousand over budget in recoveries relating to funding the Capital Region Intersection Safety Partnership (CRISP) program.

Expense–$314 thousand under budget

- $193 thousand under budget due to vacancies.
- $132 thousand under budget for corporate utilities expenses due to reduced rate and trend.
- $82 thousand under budget due to a decrease in contracted services relating to the Crack Sealing program, of which has been incorporated into the capital budget.
- $66 thousand over budget in expenses relating to funding the Capital Region Intersection Safety Partnership (CRISP) program.
- $13 thousand over budget in bank charges related to processing development and compliance fees and costs.

Infrastructure Services - $461 thousand under budget

Revenue - $21 thousand under budget

- $102 thousand under budget due to ridership decline in fares, passes, and tickets offset by increase in Transit U-Pass revenue due to participation and rates.
- $17 thousand under budget due to less Self Insurance Transit Revenue than anticipated.
- $91 thousand over budget due to an increase in Transit Advertising Revenue relating to unanticipated earnings acquired as part of the completion of the contract agreement.
- $6 thousand over budget in miscellaneous revenues due to sale of used equipment.

Expense–$482 thousand under budget

- $437 thousand under budget for Transit fuel costs due to actual rates being lower than budgeted, and a decrease in operational hours as a result of delay to servicing new growth areas.
- $112 thousand under budget for corporate utilities expenses due to reduced rate and trend.
- $40 thousand over budget in contracted services for snow clearing based on prior year actual.
- $30 thousand over budget in printing costs related to reprinting of route detours and survey costs.

Finance & Assessment Services - $31 thousand under budget

Revenue - $ 129 thousand under budget

- $115 thousand under budget due to anticipated reduction in interest tax penalty revenue due to a reduction in outstanding tax payments owing.
- $12 thousand under budget due to lower volume of tax certificates and inquiry fees offset by an increase to web tax certificates.

Expense – $160 thousand under budget

- $160 thousand under budget in Finance and Assessment due to salary savings for vacancies.

Economic Development - $50 thousand over budget

Revenue - $17 thousand over budget

- $60 thousand over budget relating to the Capital Region Grant received.
- $43 thousand over budget from additional anticipated revenue and donations related to Dig In Festival to fund required expenses.
- $83 thousand under budget in residential and non-residential fees due to an increase in businesses that are exempt from business license fees.

Expense – $67 thousand over budget

- $60 thousand over budget in expenses associated with the Capital Region Grant and project requirements.
- $43 thousand over budget due to anticipated expenses related to Dig In Festival offset by expected revenues received.
- $31 thousand under budget as a result of salary and benefit adjustments due to vacancies/turnovers.
- $10 thousand under net budget in Advertising and Promotion as an office demand study was not undertaken and to cover associated costs relating to Cultivating Front Yards project.

Common & Fiscal Division - $461 thousand over budget

Revenue - $522 thousand over budget

- $460 thousand over budget due to increased investment revenue trending and forecast.
- $30 thousand over budget in supplementary tax revenue.
- $18 thousand over budget due to vendor and credit card rebates.

Expense - $983 thousand over budget

- $309 thousand over budget as a result of severance payouts.
- $227 thousand over budget in interest allocation based on trending and forecast.
- $250 thousand over budget in benefit expense due to trending.
- $90 thousand over budget due to an increase in bad debts expense relating to a previous year bad debt write off.
- $38 thousand over budget in bank and credit card charges due to volume increase.

CITY OF ST. ALBERT

OPERATING SUMMARY REPORT BY MUNICIPAL SERVICES

FOR THE PERIOD ENDING September 30, 2015

In Thousands of Dollars

	September 2015 Actual YTD	2015 Net Budget	Actual as a % of Total
Municipal Services			
Engineering Services & Admin Support	3,740	6,078	6%
Planning & Development	(148)	821	0%
Public Works	10,942	14,622	18%
Fire Services	9,008	13,194	14%
Transit Services	5,143	7,816	8%
Police Services	4,422	8,864	7%
	33,107	**51,395**	53%
Economic Devlopment	**334**	**690**	1%
Community, Recreation & Culture Services			
Community Services Admin	580	760	1%
Recreation and Parks	2,416	3,587	4%
Culture Services	1,589	2,485	3%
Family & Community Support Services	484	988	1%
Outside Agencies	3,756	5,371	6%
	8,825	**13,191**	14%
Capital Financing & Common & Fiscal	**9,341**	**9,327**	15%
Administration & Support Services			
Information Technology Services	2,404	3,387	4%
Financial Services	1,814	2,488	3%
Human Resources	1,660	2,619	3%
Legal Services	1,152	1,886	2%
Corporate Strateic Services	481	718	1%
Corporate Planning	248	332	0%
Corporate Communication	633	1,021	1%
City Manager	797	994	1%
Environment & Sustainability	391	637	1%
Legislative Services	729	1,055	1%
Council	426	622	1%
Assessment & Taxation Services	57	105	0%
	10,792	**15,864**	17%
NET TOTAL	**62,399**	**90,467**	

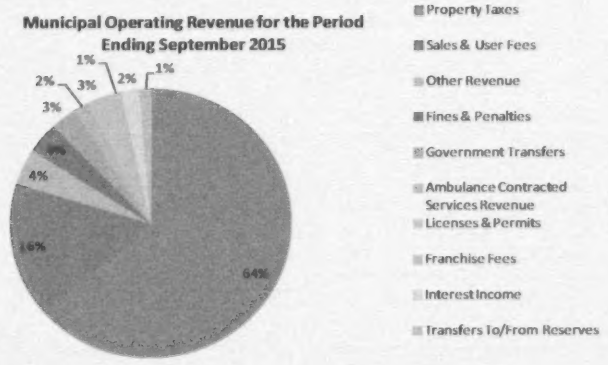
CITY OF ST. ALBERT

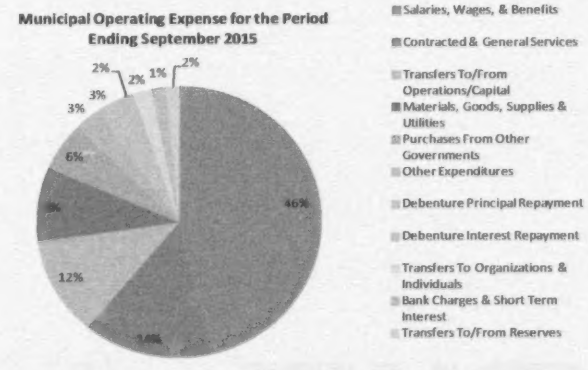
MUNICIPAL STATEMENT OF OPERATIONS BY FUNCTION

FOR THE PERIOD ENDING September 30, 2015

In Thousands of Dollars

	2015 Actual YTD (A)	2015 Forecast (B)	2015 Budget (C)	Forecasted Variance $ (C-B)	Forecasted Variance % (C-B)/C
Revenues					
Property Taxes	67,766	90,465	90,465	-	0.0%
Sales & User Fees	17,208	23,068	22,889	(179)	-0.8%
Other Revenue	4,615	6,465	6,003	(462)	-7.7%
Fines & Penalties	3,922	5,176	3,962	(1,214)	-30.6%
Government Transfers	3,195	3,649	3,246	(403)	-12.4%
Ambulance Contracted Services Revenue	1,949	2,601	2,593	(8)	-0.3%
Licenses & Permits	2,653	3,032	2,617	(415)	-15.9%
Franchise Fees	1,466	1,984	1,984	-	0.0%
Interest Income	2,271	2,828	2,369	(459)	-19.4%
Transfers To/From Reserves	1,429	3,404	3,292	(112)	-3.4%
Total Revenue	106,474	142,672	139,420	$(3,252)	-2.3%
Expenses					
Salaries, Wages, & Benefits	47,029	63,285	63,605	$320	0.5%
Contracted & General Services	14,743	24,228	23,169	(1,059)	-4.6%
Transfers To/From Operations/Capital	11,803	13,775	13,773	(2)	0.0%
Materials, Goods, Supplies & Utilities	8,931	12,677	13,500	823	6.1%
Purchases From Other Governments	5,796	7,600	8,746	1,146	13.1%
Other Expenditures	3,032	4,664	4,466	(198)	-4.4%
Debenture Principal Repayment	2,729	3,755	3,755	-	0.0%
Debenture Interest Repayment	1,676	2,246	2,246	-	0.0%
Transfers To Organizations & Individuals	2,219	2,992	2,991	(1)	0.0%
Bank Charges & Short Term Interest	1,587	1,792	1,516	(276)	-18.2%
Transfers To/From Reserves	1,611	1,855	1,653	(202)	-12.2%
Total Expense	101,156	138,869	139,420	$551	0.4%
Excess of Revenue over Expense	5,318	3,803	-	$(3,803)	





CITY OF ST. ALBERT

MUNICIPAL CAPITAL EXPENDITURE SUMMARY REPORT
FOR THE PERIOD ENDING SEPTEMBER 30, 2015

In Thousands of Dollars

	MUNICIPAL CAPITAL PROJECT TOTAL					
	Project To Date A	Project Budget B	Project Forecast C	Forecast Variance (C-B)	Forecast Variance (C-B)/B	# Projects
2015	10,015	36,110	35,482	628	1.7%	79
2014	11,518	22,579	22,720	(141)	-0.6%	40
2013 & PRIOR	23,490	55,295	55,300	(5)	0.0%	28
TOTAL MUNICIPAL PROJECTS	**45,023**	**113,984**	**113,502**	**482**	**0.4%**	**147**

Municipal Capital Project Financial Highlights

- There are a total of 144 municipal capital projects that have been ongoing and scheduled for 2015. In Quarter 3, three new projects were added as per council direction: Akinsdale/Kinex Arena Renovation, Aerial Fire Truck Replacement, and funds for the River Lot 8 Abatement. The total municipal capital projects equate to 147 and a forecasted net surplus of $482 thousand. At the end of the year, it is anticipated that 46 projects will be closed.

- Of these projects, 79 pertain to capital projects approved in 2015. A net forecasted surplus of $628 thousand is anticipated due to several projects with tender process coming in lower than budgeted, such as the Collector/Local Asphalt Overlay Program, savings in the bus purchases in the Transit Lifecycle Replacement Plan, and less amount required for the abatement of River Lot 8.

- From 2014, 40 projects remain open. A forecasted total of $22,720 thousand is anticipated, compared to a $22,579 thousand budget. The variance of net $141 thousand deficit is mostly related to the 50+ Club Building Rehabilitation project, partially offset by savings from the PW Yard Remediation Program.

- The remaining 28 projects relate to projects from 2013 and earlier. The current projects' expenditures to date are $23,487 thousand, with a project budget and forecast of $55,290 thousand. The major project 412420 Campbell Road Park & Ride of $30,000 thousand remains on-hold pending other governmental negotiations.

CITY OF ST. ALBERT

MUNICIPAL CAPITAL PROJECTS BY DIVISION

FOR THE PERIOD ENDING SEPTEMBER 30, 2015

In Thousands of Dollars

		PROJECT TOTAL					
	Project Description	Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Entity #01 St. Albert							
Division #1000 Council							
415101	NABI Building Fund*	25	25	25	-	0.0%	
415102	Railroad Safety Enhancement	-	480	480	-	0.0%	
415103	Story Boards	-	10	10	-	0.0%	
412101	Train Whistle Cessation (McKenney & Ray Gibbon Drive)	98	150	150	-	0.0%	
412102	Mountain Bike Skills Park	5	175	175	-	0.0%	
412103	White Spruce Forest	14	25	25	-	0.0%	
412106	Entrance Landscaping Beautification	470	500	500	-	0.0%	
Total Division #1000 Council		610	1,365	1,365	-	0.0%	7
Division #2000 City Manager's Office							
415808	Civic Buildings Security	9	152	152	-	0.0%	
414201	50+ Club Building Rehabilitation and Expansion	237	3,270	3,870	(600)	-18.3%	
414808	Civic Buildings Security	10	250	250	-	0.0%	
Total Division #2000 City Manager's Office		256	3,672	4,272	(600)	-16.3%	3
Division #2300 Corporate Strategic Services							
415506	Smart City Master Plan & Alliance	-	65	65	-	0.0%	
415507	Energy and Water Conservation Audit	47	150	150	-	0.0%	
415504	Council Chambers Upgrade	4	202	202	-	0.0%	
415505	Central Records Shelving Upgrade	-	57	57	-	0.0%	
415503	Intelex Phase 2*	-	40	40	-	0.0%	
415501	Office Systems Replacement Plan	3	693	693	-	0.0%	
415502	Office Automation Program	13	50	50	-	0.0%	
415508	Financial System Software	-	300	300	-	0.0%	
415509	Council Chamber Technology	-	100	100	-	0.0%	
415510	Metropolitan Area Network Design	138	250	250	-	0.0%	
414505	Performance Measurement System	-	50	50	-	0.0%	
414506	Smart City Master Plan & Alliance	81	95	95	-	0.0%	
414509	Agenda Management Software	34	110	110	-	0.0%	
414504	Website Project	66	75	75	-	0.0%	
414507	Community Sustainability Plan	230	277	277	-	0.0%	
414508	PW Former PW Yard Remediation Program	332	800	500	300	37.5%	
414503	HR Electronic Recruitment Software	35	43	43	-	0.0%	
414202	Financial System Software	26	200	200	-	0.0%	
414501	Office Systems Replacement Plan	173	623	450	173	27.7%	
413505	Performance Measurement System	-	50	50	-	0.0%	
413503	HR Electronic Recruitment Software	21	30	50	(20)	-67.8%	
413501	Office Systems Replacement Plan	377	453	453	-	0.0%	
40940C-11	Corporate GIS Foundation Items	14	32	32	-	0.0%	
40548C	IT Strategic Plan	855	910	910	-	0.0%	
Total Division #2300 Corporate Strategic Services		2,449	5,655	5,202	453	8.0%	24

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

	Project Description	PROJECT TOTAL Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Division #3000 Community & Protective Services							
415314	Safety Fencing Installation	1	96	96	-	0.0%	
415334	Akinsdale/Kinex Arena Renovation	-	355	355	-	0.0%	
415302	Aquatics Lifecycle Plan	101	194	194	-	0.0%	
415301	Servus Place Life Cycle Replacement Program	271	834	834	-	0.0%	
415332	Arena Improvements	9	128	50	78	61.0%	
415305	City Sportfield Rehabilitation Program	2	285	285	-	0.0%	
415306	City Parks Infrastructure Replacement Program	33	150	150	-	0.0%	
415307	City Playground Infrastructure Lifecycle Program	-	280	280	-	0.0%	
415309	Northridge Park Development Phase 2*	5	500	500	-	0.0%	
415310	Riel Park Phase 5 - Design and Park Development	18	275	275	-	0.0%	
415311	Riel Park Amenities Building	-	215	215	-	0.0%	
415312	Lacombe Park Development*	272	990	990	-	0.0%	
415313	Lion's Park	17	500	500	-	0.0%	
415315	Juneau House	56	605	605	-	0.0%	
415316	SAP Cultural Wayfinding Enhancement & Replacement- Ph 1	-	220	220	-	0.0%	
415317	Visual Arts Studio - Electric Kilns Replacement	-	24	24	-	0.0%	
415318	Heritage Site Phase 2b	71	1,526	1,526	-	0.0%	
415319	Visual Arts Studio - Pottery Wheel Replacement	-	18	18	-	0.0%	
415304	Arden Theatre Maintenance and Lifecycle Plan	110	118	128	(10)	-8.5%	
415320	Arden Cinema Screening Capability	1	43	55	(13)	-29.4%	
415321	Arden LED Lighting Replacement	114	114	114	0	0.4%	
415303	Emergency Services Equipment Replacement Plan	5	161	161	-	0.0%	
415324	Fire CAD Upgrade	-	16	16	-	0.0%	
415325	FPO Vehicle	-	35	35	-	0.0%	
415326	Signal Pre-Emption	-	105	105	-	0.0%	
415327	Alberta First Responders Radio Communication System	-	47	47	-	0.0%	
415328	Land Acquisition Fire Hall #4	-	350	350	-	0.0%	
415329	Noise & Light Barrier- Fire Station #3	-	25	25	-	0.0%	
415330	FS Station 2	19	281	281	-	0.0%	
415331	Water Conservation	115	110	115	(5)	-4.8%	
415333	Aerial Fire Truck Replacement	-	1,468	1,468	-	0.0%	
415322	Municipal Enforcement Efficiencies	-	46	46	-	0.0%	
415323	Municipal Enforcement Officer Safety Initiative	-	54	54	-	0.0%	
415308	Community Capital Program	68	250	250	-	0.0%	
414305	Sportfield Refurbishment Program	99	220	220	-	0.0%	
414306	City Parks Refurbishment Plan/Implementation	130	137	137	-	0.0%	
414310	Erin Ridge / Oakmont Trail Phase 2 Construction	916	1,050	1,050	-	0.0%	
414311	Woodlands Water Park - Locker Room	115	120	120	-	0.0%	
414312	Lacombe Park Master Plan	85	173	173	-	0.0%	
414313	Campbell Dog-Friendly Park	144	160	160	-	0.0%	
414309	Chevigny House	48	100	100	-	0.0%	
414316	SAP Way-finding & Signage Upgrade	15	25	25	-	0.0%	
414317	Founders Walk Phase 2	103	711	761	(50)	-7.1%	
414318	Heritage Sites Phase 2	525	1,526	1,526	-	0.0%	
414319	Cultural Walk/ Wall of Fame	10	20	20	-	0.0%	
414304	Arden Theatre Replacement Plan	21	28	28	-	0.0%	
414314	Fire Station #3- Exhaust System Replacement	4	212	212	-	0.0%	
414308	Community Capital Program	200	200	200	-	0.0%	
414413	Public Engagement Online Tools	-	50	50	-	0.0%	
413306	City Parks Refurbishment Plan/Implementation	67	106	106	-	0.0%	
413307	Kingswood Neighbourhood Playground	88	100	88	12	12.4%	
413309	Chevigny House	85	100	100	-	0.0%	
41131A	Mountain Bike Skills Park - Design	21	25	25	-	0.0%	
41022A-11	Dog Park	94	100	100	-	0.0%	
40958A	Founders Walk (150th Anniversary)	1,265	1,269	1,269	-	0.0%	
40982A	North Ridge Park Development Phase 1/Phase 2	626	750	750	-	0.0%	
Total Division #3000 Community & Protective Services		5,949	17,600	17,587	13	0.1%	56

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

	Project Description	PROJECT TOTAL Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Division #4000 Planning & Engineering Services							
415453	Mailbox Locations	-	25	25	-	0.0%	
415401	Arterial Asphalt Overlay Program	151	1,800	1,800	-	0.0%	
415402	Collector Reconstruct Program	233	1,200	1,200	-	0.0%	
415403	Collector/Local Asphalt Overlay Program	1,824	3,500	3,050	450	12.9%	
415404	Local Reconstruct Program	-	265	265	-	0.0%	
415405	Permanent Line Marking Rehabilitation	129	128	128	-	0.0%	
415406	Red Willow Trail Overlay Program	103	200	200	-	0.0%	
415407	Sidewalk Program	200	1,270	1,270	-	0.0%	
415409	Road Repairs	77	455	455	-	0.0%	
415410	Crack Sealing Program	0	80	80	-	0.0%	
415411	Right of Way (ROW) Study	-	60	60	-	0.0%	
415412	St. Albert Trail Median & Blvd Enhancement	847	967	967	-	0.0%	
415413	St. Albert Trail Revitalization	125	125	125	-	0.0%	
415415	Erin Ridge Traffic Mitigation	-	25	25	-	0.0%	
415416	Traffic Collision Management Software	49	50	50	-	0.0%	
415455	Grandin Pond Bridge & Trail Paving	-	50	50	-	0.0%	
415408	Transportation Systems Mgmt (Signals)	705	859	859	-	0.0%	
415414	St. Anne St. Realignment - St. Thomas to Tache St.	68	4,180	4,180	-	0.0%	
415417	Safety Codes Officer Truck	27	29	29	-	0.0%	
414401	Arterial Asphalt Overlay Program	1,003	1,100	1,100	-	0.0%	
414402	Collector Reconstruct Program	278	315	315	-	0.0%	
414403	Collector/Local Asphalt Overlay Program	1,737	2,100	2,100	-	0.0%	
414407	Sidewalk Program	664	900	900	-	0.0%	
414410	Transportation Master Plan	511	630	630	-	0.0%	
414411	City Owned Parking Lot - Fire Station #2	134	150	150	-	0.0%	
414412	St. Albert Trail Median and Blvd Enhancement	686	924	924	-	0.0%	
414408	Transportation Systems Mgmt (Signals)	743	800	800	-	0.0%	
414454	Giroux Road and Lacombe Drive Pedestrian Crossing Control	129	130	130	-	0.0%	
414414	St. Anne St. Realignment - St. Thomas to Tache St.	677	800	800	-	0.0%	
413402	Collector Reconstruct Program	2,110	2,110	2,110	-	0.0%	
413407	Sidewalk Program	478	500	500	-	0.0%	
413409	Veness Road Upgrade (142 St)	2,162	2,410	2,410	-	0.0%	
413412	Railroad Safety Enhancement (Meadowview)	-	250	250	-	0.0%	
413408	Transportation Systems Mgmt (Signals)	746	746	746	-	0.0%	
Total Division #4000 Planning & Engineering Services		16,596	29,133	28,683	450	1.5%	34

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

	Project Description	PROJECT TOTAL Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Division #4500 Infrastructure Services							
415812	Black Knot Remediation	74	80	80	-	0.0%	
415801	PW Mobile Equipment Replacement Plan	1,244	1,327	1,327	-	0.0%	
415806	PW Shop & Yard Equipment Replacement	17	35	35	-	0.0%	
415811	Residential Area Sand Boxes	7	10	10	-	0.0%	
415807	PW Subdivision Signage Lifecycle Refurbishments	42	50	50	-	0.0%	
415802	Transit Bus Lifecycle Replacement	2,407	2,500	2,407	93	3.7%	
415803	Growth Buses	-	3,200	3,200	-	0.0%	
415804	On-Board Video	121	125	121	4	3.3%	
415809	Transit Waiting Shelters	-	61	61	-	0.0%	
415805	PW Energy Efficiency Replacement Program	30	60	60	-	0.0%	
415810	SAP Building Envelope Replacement Plan	7	354	354	-	0.0%	
414801	PW Mobile Equipment Replacement Plan	1,186	1,261	1,261	-	0.0%	
414807	PW Subdivision Signage & Amenities	45	46	46	-	0.0%	
414809	LRT Functional Alignment Study	87	250	213	37	14.8%	
414804	Transit Smart Fare System	-	2,652	2,652	-	0.0%	
413809	LRT Functional Alignment Study	249	250	249	1	0.3%	
412420	Campbell Road Park & Ride	63	30,000	30,000	-	0.0%	
41119A	Bridge Rehabilitation	548	600	600	-	0.0%	
41132B	City Building Rehabilitation	83	100	100	-	0.0%	
41184	Ray Gibbon Drive Stage 3A - Construction	12,708	12,908	12,908	-	0.0%	
40970A	St. Albert Trail Urbanization Study	94	150	150	-	0.0%	
Total Division #4500 Infrastructure Services		19,012	56,019	55,884	135	0.2%	21
Division #5500 Economic Development							
415801	River Lot 8 Abatement	2	50	19	31	61.6%	
Total Division #5500 Economic Development		2	50	19	31	61.6%	1
Division #6500 Common & Fiscal							
412108	Civic Space Capacity Initiative	149	490	490	-	0.0%	
Total Division #6500 Common & Fiscal		149	490	490	-	0.0%	1
	Total Entity #01 St. Albert	**45,023**	**113,984**	**113,502**	**482**	**0.4%**	**147**

Utility Operations

CITY OF ST. ALBERT

UTILITY OPERATING SUMMARY BY DIVISION
FOR THE PERIOD ENDING SEPTEMBER 30, 2015

In Thousands of Dollars

Division Description	2015 Actual YTD (A)	2015 Forecast (B)	2015 Budget (C)	Variance $ (C-B)	Variance % (C-B)/C
Revenue					
Water	$11,217	$15,007	$14,215	$792	6%
Wastewater	9,378	12,295	11,894	401	3%
Storm	4,759	6,116	6,106	10	0%
Solid Waste Management	4,982	6,600	6,580	20	0%
Total Revenue	$30,336	$40,018	$38,795	$1,223	(3%)
Expenses					
Water	$6,752	$9,147	$8,701	(446)	(5%)
Wastewater	6,878	9,425	9,091	(334)	(4%)
Storm	801	1,256	1,357	101	7%
Solid Waste Management	4,393	5,870	5,874	4	0%
Total Expenses	$18,824	$25,698	$25,023	$(675)	(3%)
Transfer to Reserve					
Water	$4,465	$5,860	$5,514	346	6%
Wastewater	2,500	2,870	2,803	67	2%
Storm	3,958	4,860	4,749	111	2%
Solid Waste Management	589	730	706	24	3%
Total Transfer to Reserve	$11,512	$14,320	$13,772	$548	4%

Utilities Operating Budget to Forecast Variance

Water - $346 thousand under budget

Revenue - $792 thousand over budget

- $410 thousand increase in water service charge revenue due to an increased usage of water due to drier than usual summer.
- $376 thousand increase in water connection fee revenue related to large buildings and apartment development permits.
- $24 thousand under budget as a result of delays in the Morinville agreement relating to the pump house booster station.
- $14 thousand over budget due to penalties for late payment.
- $10 thousand over budget to recovered costs resulting from new construction flushing.

Expense –$446 thousand over budget

- $360 thousand over budget in water purchase supply costs due to drier than usual summer.
- $131 thousand over budget in various expenses relating to the St. Anne Water Main Break.
- $25 thousand under budget in corporate energy utilities expense due to change in rate and trends.
- $14 thousand under budget due to vacancies related to various CUPE and salaried staff.
- $3 thousand under budget due to a decrease in bad debts as the City no longer accepts tenant accounts.
- $7 thousand under budget of Insurance Premiums resulting in lower than anticipated premiums.

Wastewater - $67 thousand over budget

Revenue - $401 thousand over budget

- $387 thousand increase in wastewater service charge revenue due to an increased usage of water due to drier than usual summer.
- $15 thousand over budget due to penalties for late payment.

Expense – $334 thousand over budget

- $363 thousand over budget due to increased usage caused by drier than usual summer.
- $21 thousand under budget due to vacancies related to various CUPE staff members.
- $1 thousand over budget due to an increase in operating supplies as a result of additional billing paper requirements.
- $7 thousand under budget in corporate energy utilities expense due to change in rate and trends.

Storm - $111 thousand over budget

Revenue - $10 thousand over budget

- $11 thousand over budget due to penalties for late payment.

Expense – $101 thousand under budget

- $100 thousand under budget due to vacancies related to various CUPE staff and team lead members.
- $1 thousand under budget due to a decrease in bad debts as the City no longer accepts tenant accounts.

Solid Waste Management - $24 thousand over budget

Revenue - $20 thousand over budget

- $12 thousand over budget in the sale of Refuse Stickers for large bin disposal events.
- $6 thousand over budget due to penalties for late payment.

Expense – $4 thousand under budget

- $4 thousand over budget in training and development for staff requirements.
- $4 thousand over budget in postage due to the mail out of new garbage schedules.
- $2 thousand under budget due to a decrease in bad debts as the City no longer accepts tenant accounts.

CITY OF ST. ALBERT

UTILITY STATEMENT OF OPERATIONS BY FUNCTION
FOR THE PERIOD ENDING SEPTEMBER 30, 2015

In Thousands of Dollars

	2015 Actual YTD (A)	2015 Forecast (B)	2015 Budget (C)	Forecasted Variance $ (C-B)	Forecasted Variance % (C-B)/C
Revenues					
Sales & User Fees	30,229	39,655	38,455	(1,200)	-3.1%
Other Revenue	-	24	47	23	48.9%
Fines & Penalties	105	139	93	(46)	-49.3%
Transfers To/From Reserves	2	200	200	-	0.0%
Total Revenue	30,336	40,018	38,795	$(1,223)	-3.2%
Expenses					
Salaries, Wages, & Benefits	3,400	4,477	4,594	$117	2.6%
Contracted & General Services	5,429	7,849	7,697	(152)	-2.0%
Transfers To/From Operations/Capital	12,460	15,273	14,726	(547)	-3.7%
Materials, Goods, Supplies & Utilities	538	964	1,040	76	7.3%
Purchases From Other Governments	7,932	10,452	9,730	(722)	-7.4%
Other Expenditures	572	801	806	5	0.6%
Transfers To Organizations & Individuals	-	200	200	-	0.0%
Bank Charges & Short Term Interest	1	2	2	()	-11.8%
Total Expense	30,332	40,018	38,795	$(1,223)	-3.2%
Excess of Revenue Over Expense	4	-	-	-	
Transfer To Reserves	4	-	-	-	
Excess of Revenue over Expense		-	-	-	

CITY OF ST. ALBERT

UTILITY CAPITAL EXPENDITURE SUMMARY REPORT
FOR THE PERIOD ENDING SEPTEMBER 30, 2015

In Thousands of Dollars

	UTILITY CAPITAL PROJECT TOTAL					
	Project To Date A	Project Budget B	Project Forecast C	Forecast Variance (C-B)	Forecast Variance (C-B)/B	# Projects
2015	430	11,538	11,538	0	0.00%	15
2014	7,816	17,998	17,998	0	0.00%	12
2013 & PRIOR	13,876	23,459	23,199	260	1.11%	13
TOTAL UTILITY PROJECTS	**22,122**	**52,995**	**52,735**	**260**	**0.49%**	**40**

Utility Capital Project Financial Highlights

- There are 39 projects scheduled for Utilities in 2015. In quarter three, Council approved an additional project 415454 Phase 3 North Interceptor, bringing the total to 40 Utility Projects. At year end, it is anticipated that seven projects will be closed.

- There are 15 projects approved for 2015 with $430 thousand spent to date from an $11,538 thousand budget. Projects expenditures continue to occur as the tendering and Request for Proposal (RFP) process and preparation is completed.

- From 2014, 12 projects with a total of $7,816 thousand has been spent to date, with a budget and forecast of $17,998 thousand.

- For 2013 and prior years, there are 13 projects with current expenditures to date of $13,876 thousand. As reported in quarter one, the forecasted variance reduction of $260 thousand relates to shifting priorities in project 41151A Outfall #4 (previously known as Riel Park Development). The design phase of this project will still be completed; however, the construction will occur in a subsequent year.

CITY OF ST. ALBERT

UTILITY CAPITAL PROJECTS BY DIVISION

FOR THE PERIOD ENDING SEPTEMBER 30, 2015

In Thousands of Dollars

		PROJECT TOTAL					
	Project Description	Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Entity #02 Utilities							
2015 Projects							
Division #7000 Water							
415230	Update Meter Reader Technology	-	1,000	1,000	-	0.0%	
415430	Water Network Level of Service	8	800	800	-	0.0%	
415431	Lacombe Reservoir Fill Line	4	200	200	-	0.0%	
415831	SCADA Upgrades for Water Stations	-	50	50	-	0.0%	
415835	Water System Infrastructure Rehab	121	410	410	-	0.0%	
414203	Update Meter Reader Technology	18	100	100	-	0.0%	
414430	Water Network Level of Service	-	578	578	-	0.0%	
414431	Oakmont Pumphouse Upgrades	5	500	500	-	0.0%	
413414	Water Network Level of Service	-	551	551	-	0.0%	
413417	East Water Supply Main (Phase 2)	5,061	5,500	5,500	-	0.0%	
413418	Oakmont Water Supply Line	986	4,900	4,900	-	0.0%	
413419	Oakmont Pumphouse Upgrades	50	75	75	-	0.0%	
412703	Water Network Level of Service	214	525	525	-	0.0%	
Total Division #7000 Water		6,467	15,189	15,189	-	0.0%	13
Division #8000 Wastewater							
415442	Rivercrest Lift Station Rehabilitation	-	300	300	-	0.0%	
415841	Wastewater SCADA Upgrades	-	50	50	-	0.0%	
415842	Wastewater Combination Flusher/Hydrovac	-	320	320	-	0.0%	
415845	Wastewater Rehabilitation Program	20	229	229	-	0.0%	
415440	Wastewater Collection System Level of Se	4	360	360	-	0.0%	
415441	Wastewater Main Replacement	6	582	582	-	0.0%	
415454	Phase 3 North Interceptor	54	2,137	2,137	-	0.0%	
415846	Wastewater Household Service Replacem	137	200	200	-	0.0%	
414442	Wastewater Lift Station Rehabilitation	3,461	3,570	3,570	-	0.0%	
414845	Wastewater Rehabilitation Program	116	221	221	-	0.0%	
414440	Wastewater Collection System Redesign &	868	2,200	2,200	-	0.0%	
414441	Wastewater Main Replacement	814	1,454	1,454	-	0.0%	
413813	Wastewater Main Replacement	65	528	528	-	0.0%	
Total Division #8000 Wastewater		5,545	12,151	12,151	-	0.0%	13

UTILITY CAPITAL EXPENDITURE SUMMARY REPORT (cont'd)

Project Description		Project To Date A	Project Budget B	Project Forecast C	$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
		PROJECT TOTAL					
Division #8600 Storm							
415451	Stormwater Infrastructure Rehabilitation	29	1,600	1,600	-	0.0%	
415452	Stormwater Management Level of Service I	47	3,300	3,300	-	0.0%	
414450	Lacombe Park Bank Repairs	400	800	800	-	0.0%	
414451	South Campbell Stormwater Management F	50	4,050	4,050	-	0.0%	
414452	Sedimentation and Erosion Control Plan	1,488	2,000	2,000	-	0.0%	
414453	Oakmont Swale Reconstruction	591	2,500	2,500	-	0.0%	
413423	Stormwater Infrastructure Rehabilitation	231	1,050	1,050	-	0.0%	
413424	Stormwater Management Level of Service I	618	1,680	1,680	-	0.0%	
413426	South Campbell Storm Water Management F	70	950	950	-	0.0%	
413427	Sedimentation and Erosion Control Plan	200	200	200	-	0.0%	
412712	Stormwater Infrastructure Rehabilitation	815	1,000	1,000	-	0.0%	
41151A	Riel Wetland Stormwater Outlet Improvemer	169	500	240	260	52.0%	
Total Division #8600 Storm		4,708	19,630	19,370	260	1.3%	12
Division #9000 Solid Waste Management							
414865	Recycle Yard Upgrades	4	25	25	-	0.0%	
412715	Riel Park Redevelopment Phase 3 & 4	5,397	6,000	6,000	-	0.0%	
Total Division #9000 Solid Waste Management		5,401	6,025	6,025	-	0.0%	2
	Total Entity #02 Utilities	**22,121**	**52,995**	**52,735**	**260**	**0.5%**	**40**

Financial Position

CITY OF ST. ALBERT

STATEMENT OF RESERVES

FOR THE PERIOD ENDING SEPTEMBER 30, 2015

In Thousands of Dollars

		Jan 1, 2015 Balance	Forecasted Adjustments	Dec 31, 2015 Uncommitted Balance	Sept 30, 2015 Balance
		$	$	$	$
Operating					
O1	**Stabilization**	**3,765**	**(2,407)**	**1,358**	**3,667**
O2	**Growth Stabilization**	**652**	**1,159**	**1,811**	**1,811**
O3	**Operating Programs**				
	Operating Carry Forward	1,871	(1,871)	-	1,262
	Preventative Social Services Fund	116	(6)	111	113
	Games Legacy	21	(17)	4	11
	Community Significant Event Stimulus Fund	61	(20)	41	41
	Young Artists Legacy Grant Program Fund	21	(1)	20	20
		2,090	**(1,915)**	**176**	**1,447**
O4	**Risk Management**	**1,261**	**25**	**1,286**	**1,280**
O5	**Automated Traffic Enforcement Technology - Speed on Green**	**285**	**(195)**	**90**	**67**
O6	**LRT/BRT Reserve**	**376**	**(340)**	**36**	**200**
O7	**Children's Festival Fund**	**122**	**-**	**122**	**122**
O8	**RCMP Contract Expense Reserve**	**869**	**-**	**869**	**869**
O9	**Safety Enhancement Program**	**640**	**22**	**662**	**818**
O10	**Election and Census Reserve**				
	Election	232	47	279	279
	Census	19	49	68	68
		251	**96**	**347**	**347**
Total Operating		**10,311**	**(3,555)**	**6,757**	**10,628**
Capital					
C1	**Internal Financing**	**1,020**	**385**	**1,405**	**1,405**
C2	**Major Recreational Lands & Facilities**				
	Major Recreational Facilities - City Wide Fund	3,071	(984)	2,087	2,842
	Major Recreational Facilities - Neighbourhood Fund	1,130	(895)	235	1,094
	Parkland	216	3	219	219
	Dog License Fund	223	15	239	281
		4,640	**(1,861)**	**2,780**	**4,436**
C3	**Offsite Levy Recoveries**				
	General Transportation Fund	1,500	23	1,523	1,523
	Offsite Levy Reimbursed Funds	12,390	10,841	23,230	26,201
		13,890	**10,864**	**24,753**	**27,724**

STATEMENT OF RESERVES (cont'd)
FOR THE PERIOD ENDING SEPTEMBER 30, 2015
In Thousands of Dollars

		Jan 1, 2015 Balance	Forecasted Adjustments	Dec 31, 2015 Uncommitted Balance	Sept 30, 2015 Balance
		$	$	$	$
C4	**Lifecycle**				
	Mobile Vehicle and Equipment	2,330	(280)	2,050	2,240
	Emergency Services Equipment	216	(37)	179	304
	Office Systems	1,298	(1,147)	152	1,248
	Arden Theatre	136	50	187	184
	Servus Credit Union	1,011	(307)	704	1,137
	Aquatics Facility	478	(12)	466	516
	Public Art	342	(119)	223	376
	Fire Buildings	101	82	183	163
	City Playgrounds	252	5	257	467
	Public Transit	3,815	(1,562)	2,253	2,127
	Infrastructure	2,900	325	3,225	3,144
		12,879	**(3,002)**	**9,879**	**11,906**
C5	**Municipal Land and Facilities**	**(360)**	**(125)**	**(485)**	**(423)**
C6	**Capital Fund**	**16,527**	**(7,333)**	**9,194**	**19,225**
Total Capital		**48,596**	**(1,072)**	**47,526**	**64,273**
Utilities					
UC1	**Utilities Fund**				
	Water	6,651	1,070	7,721	11,070
	Wastewater	6,277	199	6,476	8,654
	Solid Waste	(4,871)	(1,193)	(6,064)	(4,062)
	Storm Water	16,401	(2,945)	13,457	20,285
Total Utilities		**24,458**	**(2,869)**	**21,590**	**35,947**
Outside Agency					
OA1	**Outside Agency Operating**				
	Library - Young Peoples Writing	5	-	5	5
	Museum Artifacts	23	1	24	24
	Museum Historic Sites	73	8	81	81
	Museum Exhibition	5	-	5	5
	Library - Edmond and Anna Harder Endowment Fund	50	-	50	50
		156	**9**	**165**	**165**
OA2	**Outside Agency Capital**				
	Library Book Collection	3	0	3	3
	Library Facilities	156	9	165	165
	NABI Building Fund	50	25	75	75
	Library Computer Replacement	218	(2)	216	216
		427	**32**	**459**	**459**
Total Outside Agency		**583**	**41**	**624**	**624**
Total Reserves		**83,948**	**(7,455)**	**76,497**	**111,472**

The January 1, 2015 balance does not include $38 thousand Arts and Heritage Foundation Reserve, which is included in the consolidated 2014 Annual Financial Report. The December 31, 2015 Forecasted Balance includes all approved adjustments as at September 30, 2015.

Investments

As of September 30, 2015 the City had $174.7 million in cash and investments.

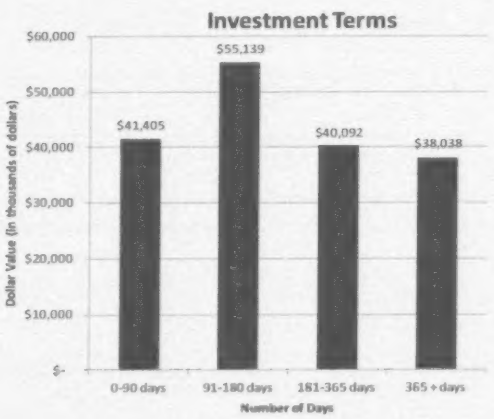
The City of St. Albert's Investment Policy, C-FS-02, outlines the Investment Portfolio Policy. This policy is reviewed annually by Administration with any changes recommended to Council for approval.

- City Managed Cash and Short-Term Investments – the primary goal is liquidity and capital preservation by investing in short-term secure investments for a term of up to three years.
- Custodian Managed Investment Portfolio – the primary purpose is to maintain capital preservation, while maximizing investment returns by accessing investment funds managed by professional fund managers.

Financial Institution	Portfolio Amount in thousands of dollars	Percentage
Toronto Dominion	25,863	14.81%
ATB Financial	25,056	14.34%
Servus Credit Union	10,200	5.84%
BMO Nesbitt Burns	20,007	11.45%
CIBC Wood Gundy	43,108	24.68%
RBC Dominion Securities	10,338	5.92%
Raymond James	15,063	8.62%
CWB	25,037	14.33%
	$174,673	100%

- The City's Investment Policy restricts Administration from investing more than 75 per cent of funds in any one financial institution.
- The chart on the right shows the current portfolio distribution of both short-term and long-term funds by financial institution.

The Investment Terms chart shows the current investment portfolio by term and interest rate range.



The City of St. Albert will maintain an investment portfolio that will be sufficiently liquid in order to meet its operating cash flow requirements that might reasonably be anticipated in the short and longer term. Under policy C-FS-02, any investments with terms of more than three years must be administered through a custodian and Administration is to manage investments with terms of fewer than three years.

Observations

The cash and investment portfolio as of September 30, 2015 had a total value of $174.7 million. Funds have been invested to ensure the best term and corresponding interest rates are achieved for the upcoming months. To maximize returns on short-term investments, City staff selects the highest investment yield based on quotes from up to 10 banks and investment firms, including eligible credit unions and the Canadian chartered banks. Any surplus cash balances are placed in a daily interest savings account to maximize interest income.

Benchmarking Data

The chart on the right compares the City's portfolio performance by term to the Bank of Canada T-Bill and Bond rates as per the City's Investment Policy C-FS-02.

	St. Albert	Bank of Canada
Cash and Short Term Investments	Average Portfolio Rate	T-Bill Rate
0 - 90 Days	1.08%	0.43%
91 - 180 Days	1.43%	0.44%
181 - 365 Days	1.81%	0.49%
	St. Albert	Bank of Canada
Long Term Investments	Average Portfolio Rate	3 & 7 Yr Bond Rate
2 - 9 Years	2.77%	.54% - 1.11%

Overall, the rate of return realized from the City of St. Albert's investments is above the Bank of Canada T-Bill and Bond rates.

As of September 30, 2015, the City had earned $2.2 million in investment income, which is 96% of the year-to-date forecast. The forecast has been updated to $2.8 million to reflect the increase in investment income earned.

Summary of Debt

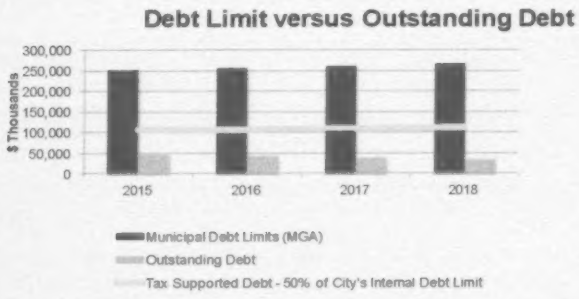
As of September 30, 2015, the City had $46.5 million debt outstanding, requiring annual servicing of $6.0 million. The debt will be $45.5 million at the end of the year. The debt relates to two significant projects that the City has invested in; Servus Credit Union Place and the first stages of Ray Gibbon Drive.

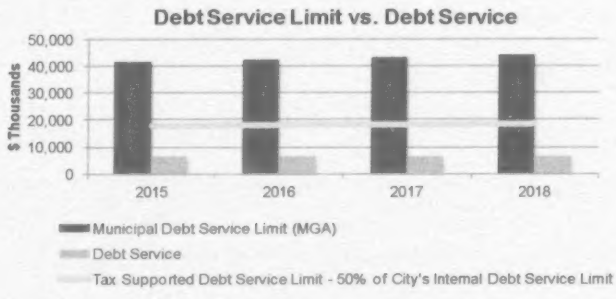
The debt outstanding on Servus Credit Union Place as at September 30, 2015 was $23.5 million. Three debentures were issued, and will be paid off between March 2024 and June 2025. Annual service costs of $3.3 million are taxed as a separate levy, and as such are not a component of the Capital Funding Formula.

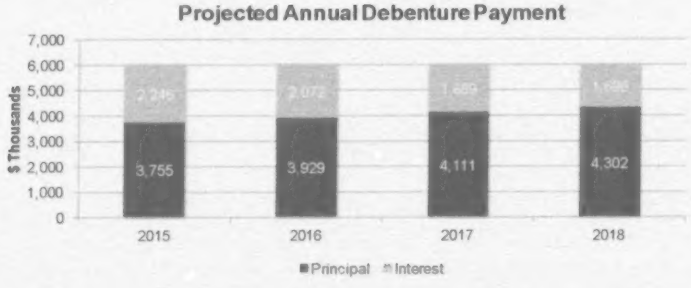
The debt outstanding on Ray Gibbon Drive as at September 30, 2015 is $23 million. Four debentures were issued and will be paid off between December 2019 and December 2026. Annual service costs of $2.7 million are funded as a component of the Capital Funding Formula.

The City of St. Albert's Debt Management Policy, C-FS-03, outlines the types of debt and financing the City may undertake. According to the policy, the City Manager or designate shall report quarterly to Council regarding the City's compliance with this policy.

Under the Municipal Government Act, Alberta Regulation 255/2000, the debt limit for the City is calculated at 1.5 times its revenue, and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval of the Minister of Municipal Affairs. In addition, C-FS-03 stipulates that the City shall adhere to an "internal debt limit" of 85 per cent of the debt limit prescribed by provincial regulation and an "internal tax-supported debt limit" of 50 per cent of the City's internally determined debt limit and debt services limit. As of December 31, 2014, the City's debt limit was $242.0 million and its service on debt limit was $40.3 million. The City of St. Albert's debt and service limits have consistently been well under the allowable limits and are not forecasted to change in the near future.







GLOSSARY

Attachment 3

Term	Description
Actual	Actual, as opposed to budgeted, revenues and expenditures for the fiscal year indicated.
City Managed Cash	Funds invested directly through the City.
Capital Preservation	A conservative investment strategy used to ensure funds that are invested are protected.
Capital Budget	Estimated expenditure and revenues based on approved projects by Council that are related to the support in City's municipal and utility infrastructure.
Custodian Managed Investment Portfolio	Funds invested through professional fund manager.
Debt Limit	Municipal Government Act (MGA) regulated debt limit; calculated at 1.5 times the revenue of a municipality.
Debt Service Limit	MGA regulated limit on the annual debt payments (principal and interest); calculated at 0.25 times the revenue of a municipality.
Deficit	Excess of expenditure over revenue.
Divisions/Departments	Part of the City's organizational structure.
Expenditure	The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.
Fiscal Year	January 1st to December 31st.
Forecast	The projection of revenues and expenditures for current fiscal year.
Internal Debt Limit	City ceiling which prevents the debt limit from exceeding 85 per cent of the MGA's debt limit on non-tax debt and 50 per cent of the MGA's debt limit on tax supported debt.
Investment Yield	The income return on investments.
Liquidity	The ability to convert an asset into cash in a short period of time.
Long-Term Debt	Debt with a maturity date of more than one year after the date of issuance.
Municipal Government Act (MGA)	Provincial legislation that provides authority for municipal expenditure and revenue collection.
Operating Budget	Estimated expenditures and revenues related to current operations approved by City Council for the fiscal year.
Per Capita	Indicates costs or revenues on a per person basis.
Reserve Fund	Assets segregated and restricted to meet the purpose of the reserve fund. They may be either obligatory (created whenever a ruling requires revenues received for special purposes to be segregated) or discretionary (created whenever a municipal council wishes to earmark revenue to finance a future project for which it has authority to spend money).

GLOSSARY

Term	Description
Revenue	Sources of income used to finance the operations of the City. It includes such items as tax payments, fees or specific services, receipts from other governments, fines, grants and interest income.
Surplus	The excess of revenues over expenditures.
Utility	The city owns four utilities: water, wastewater (sewer), storm sewer, and solid waste. These utility operations are self-funded through a separate revenue structure.
Variance	The variance column records the difference between the actual and budget amounts. Positive dollar variances indicate favorable budget impact and negative dollar variances indicate an unfavorable budget impact.
Year- End Uncommitted Balance	The reserve dollar amount at year end which has not been committed to specific projects.
YTD	Indicates Year-to-Date.

For More Information:

City of St. Albert

5 St. Anne Street

St. Albert, AB T8N 3Z9

Phone: 780-459-1500

www.stalbert.ca

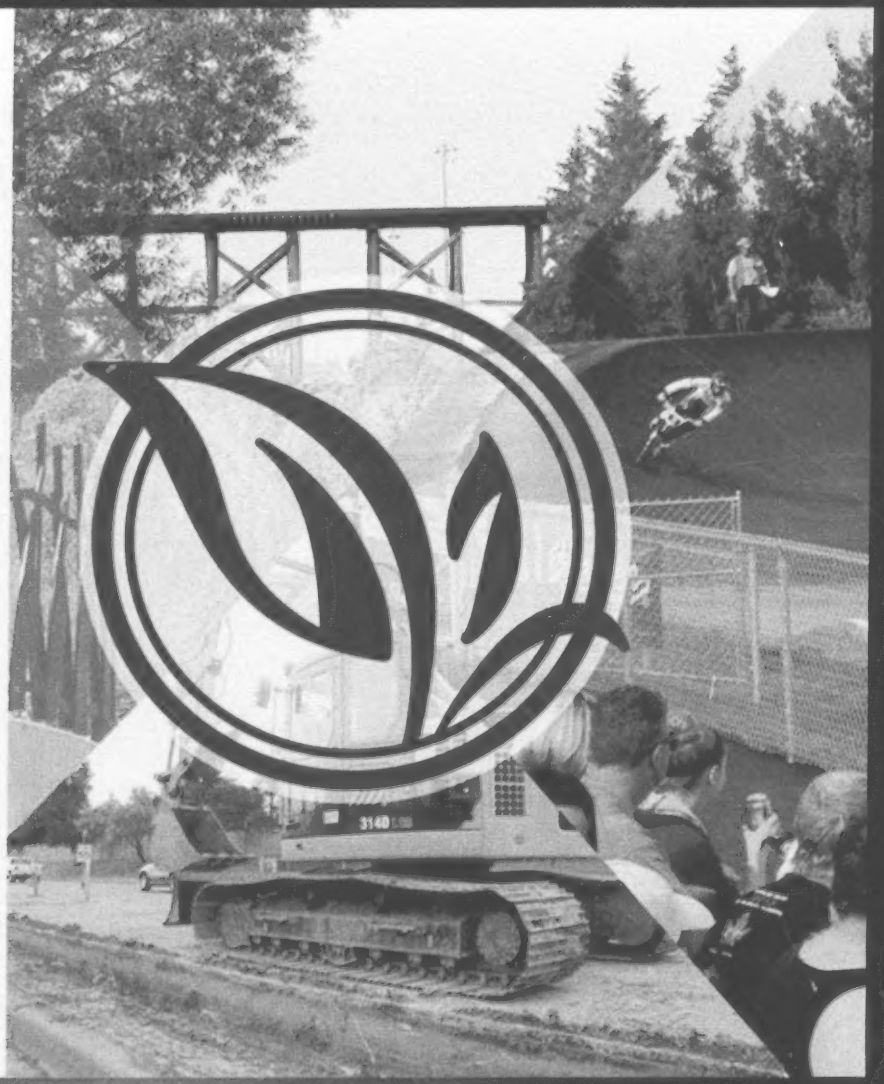
2015 Quarterly Report

Quarter Three

November 23, 2015

Presented by:

Patrick Draper, City Manager



stalbert.ca

City of St. Albert
Cultivate Life

Work continued to support a diversified, robust and resilient economic foundation to foster growth and community service delivery

- Angle parking pilot project report presented to Council
- Feedback from public consultation for employment lands presented to Council
- Phase one of St. Anne Promenade mostly completed
- Feedback collected for Smart City Master Plan and is and being reviewed by committee

Presentation Overview – Quarter Two 2015

- City's Strategic Plan Outcomes
  - Cultivate Economic Prosperity
  - Cultivate A Historic, Creative and Active Community
  - Cultivate A Green Community
  - Cultivate Excellence in Government
  - Cultivate Sustainable Infrastructure and Services
  - Cultivate A Safe, Healthy and Inclusive Community
- Upcoming projects
- Performance Indicators
- Financial Summary

Initiatives continue in order to create a vibrant and involved community with a variety of culture, recreation and heritage opportunities

The Gathering, Kyle Walton, 2015, detail

- Restoration of Hogan and Cunningham Houses are in full rehabilitation mode
- The Cultural Walk/Wall of Fame unveiled
- Funding for Lois Hole Provincial Park left turn lane into parking lot received

Initiatives continue to support a healthy natural environment for future generations in a way that preserves and promotes enjoyment, conservation and responsible development

- Work of Sturgeon River Watershed Alliance continued
- Planning for proposed Water Conservation Bylaw public consultations commenced
- Outfall #7 (Children's Bridge) completed
- Work on organic collection in select City facilities continued

Work continued to ensure responsive, accountable government that delivers value to the community

- Work continues on two remaining Corporate Continuous Improvement projects:
  - Public Communication, Consultation and Engagement
  - Service Levels Benchmarking

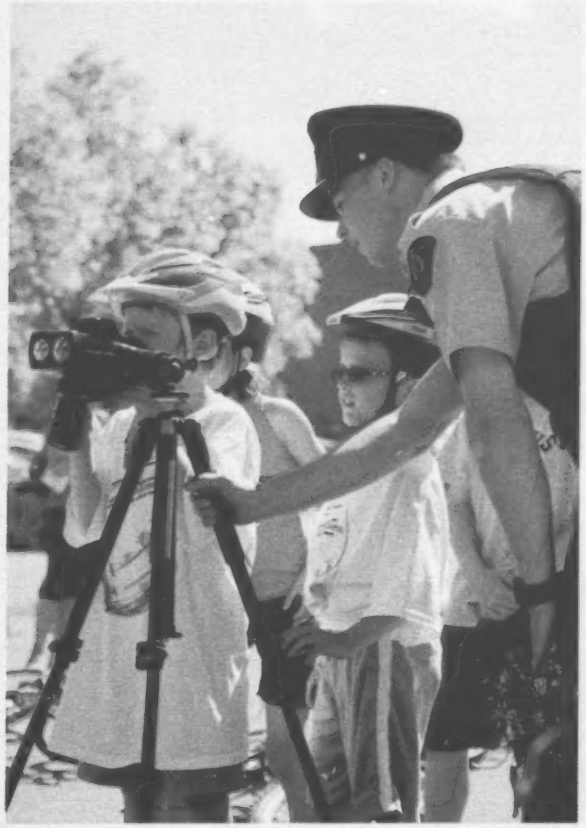
Work continued to ensure responsive, accountable government that delivers value to the community

- Work began on 23 Council advocacy initiatives
- Advocacy plan for Ray Gibbon Drive continues
- Framework for governance and policy presented to Council
- Council's direction received for implementation of Community Sustainability Framework/Vision

Initiatives continue to promote balanced development and management of civic facilities, transportation networks and related services

- St. Albert Trail pedestrian sidewalk upgrades continue
- Final report for St. Albert Trail Corridor Safety Review presented to Council
- Alignment and function of Villeneuve Road/Fowler Way finalized and approved

Work continued to provide opportunities for everyone to realize their potential in a thinking, caring and connected way



- Youth Development Policy approved by Council
- Youth Hub location selected
- Progress made towards whistle cessation
- Draft Policing Services Policy presented to Council

Upcoming Projects

- Ambulance and Fire accreditation
- Wastewater Bylaw update
- Youth Hub
- Homelessness Prevention Strategy
- Energy Efficiency program for City facilities
- Waste Water Bylaw Update

StATRACKER - Performance Dashboard - City of St. Albert

Second Quarter Financial Summary

- Municipal Operational Services Highlights
- Municipal Capital Projects
- Utility Operational Highlights
- Utility Capital Projects
- Financial Summary

Municipal Operational Services Highlights

Revenue

- $106.4 million. Forecasting $142.7 million, which is $3.2 million over budget

Expenses

- $101.1 million. Forecasting $138.9 million, which is $551 thousand under budget

Forecasted surplus of $3.8 million

Municipal Operational Services Highlights

Operating Revenue Over Budget:	**$3.2 M**
Photo radar ticket revenue	$1,417K
Development and compliance certificates	$ 547K
Investment Revenue	$ 460K
Grants	$ 314K
WCB/PIR rebate	$ 294K
Butterfly Project and Youth Outreach Hub	$ 225K
Recreation revenue	($293K)

Municipal Operational Services Highlights

Operating expenditure under budget:	**$551K**
RCMP contract	($ 1,150K)
Transit expenses	($ 437K)
Municipal Enforcement	($ 229K)
Interest expense	$ 227K
Benefit expense	$ 250K
WCB/PIR rebate	$ 294K
Employee relation costs	$ 309K

Municipal Capital Projects

- 2015:
  - 79 projects with $36.1M budget
  - $10.0M spent, forecasting $35.4M
- 2014:
  - 40 projects with $22.6 M budget
  - $11.5M spent, forecasting $22.7M
- 2013 and earlier:
  - 28 projects with $55.3M budget
  - $23.5M spent, forecasting $55.3M

Utility Operational Highlights

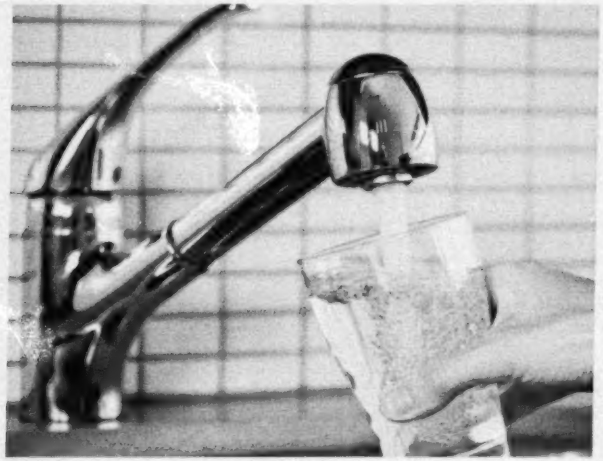
Revenue

- $30.3 million. Forecasting $40 million, which is $1.2 million over budget

Expenses

- $18.8 million. Forecasting $25.7 million which is $675 thousand over budget

Utility Capital Projects



- 2015:
  - 15 projects with $11.5M budget
  - $430K spent, forecasting $11.5M
- 2014:
  - 12 projects with $18.0M budget
  - $7.8M spent, forecasting $18.0M
- 2013 and prior:
  - 13 projects with $23.5M budget
  - $13.8M spent, forecasting $23.2M

Financial Position - Reserves

	Jan 1, 2015 Balance	Forecasted Adjustments	Dec 31, 2015 Uncommitted Balance	September 30, 2015 Balance
	$	$	$	$
Reserve Balances	83,948	-7,455	76,497	111,472

Cash and Investments

Financial Institution	Portfolio Amount in thousands of dollars	Percentage
Toronto Dominion	25,863	14.81%
ATB Financial	25,056	14.34%
Servus Credit Union	10,200	5.84%
BMO Nesbitt Burns	20,007	11.45%
CIBC Wood Gundy	43,108	24.68%
RBC Dominion Securities	10,338	5.92%
Raymond James	15,063	8.62%
CWB	25,037	14.33%
	$174,673	100%

$174.7M as of September 30, 2015

$2.2M interest earned at September 30, 2015

	St. Albert	Bank of Canada
Cash and Short Term Investments	Average Portfolio Rate	T-Bill Rate
0 - 90 Days	1.08%	0.43%
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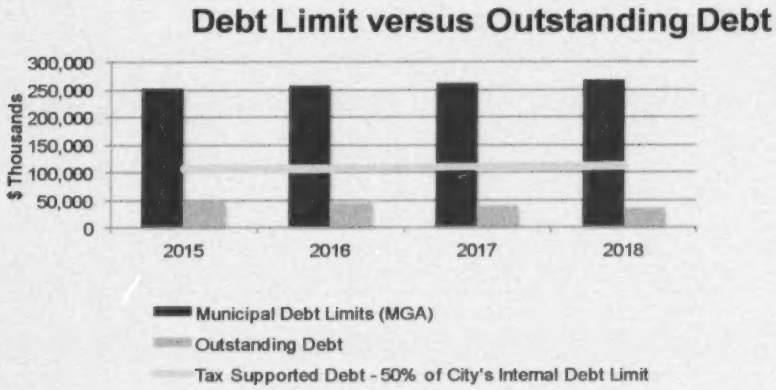
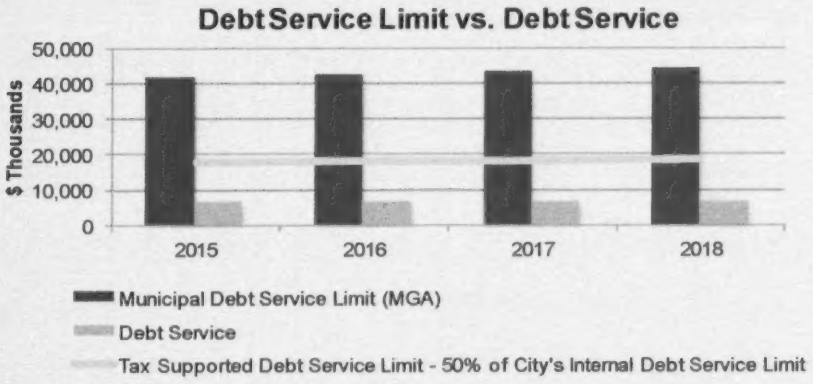
Long Term Investments	Average Portfolio Rate	3 & 7 Yr Bond Rate
2 - 9 Years	2.77%	.54% - 1.11%

Debt and Service Changes





- $46.5M debt outstanding as of September 30, 2015
- $1.5M in annual servicing remaining
- City's debt and service levels well under allowable limits

Third Quarter Financial Summary

Balanced Budget:

- Municipal Surplus of 3.8M
- Reserves – September balance of $111.5M with year-end forecast of $76.5M
- Cash and investments balance - $174.7M
- Debt - $46.5M

Quarter One Report Documents

Complete Corporate Quarter Three Report can be viewed at

City of St. Albert website:

City Hall

Budget and Finance

Quarterly Reports

2015 Quarterly Report: Corporate Q3 Report